

**US DEPARTMENT OF
VETERANS AFFAIRS:**

Sacred Mission. Complex Market.

BUSINESS *of* **VA**

February 25, 2022

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2/25/2022

WHO WE ARE:

FEDERAL
BUSINESS



James Gfrerer

Chief Executive Officer

Mr. Gfrerer, former Assistant Secretary and Chief Information Officer at US Department of Veterans Affairs (VA).



Bill James

President

Mr. James, former VA Deputy Assistant Secretary for DevOps.



Steven Vito

President, media

Mr. Vito was a Senior Advisor for Strategic Communication in VA's Office of Information and Technology (OIT).

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TODAY'S AGENDA

- Fireside chat with Luwanda Jones, VA DCIO, Office of Strategic Sourcing
- VA and OIT organization and stakeholders
- Strategic plans and processes
- Major Modernization Programs
- IT governance and decision processes
- IT Acquisitions and primary contracts

BILL JAMES



President, Federal Business LLC

Mr. James' government experience covers leadership roles in Veterans Affairs (VA), US Air Force, National Geospatial-Intelligence Agency. At VA, Mr. James served Deputy Assistant Secretary of Development and Operations (DevOps).

FIRESIDE CHAT WITH LUWANDA JONES

**Deputy Chief Information Officer
(DCIO) for the Office of Strategic
Sourcing**

**She provides IT acquisition policy,
plans, and guidelines for all IT
acquisitions valued at over \$4B
annually.**

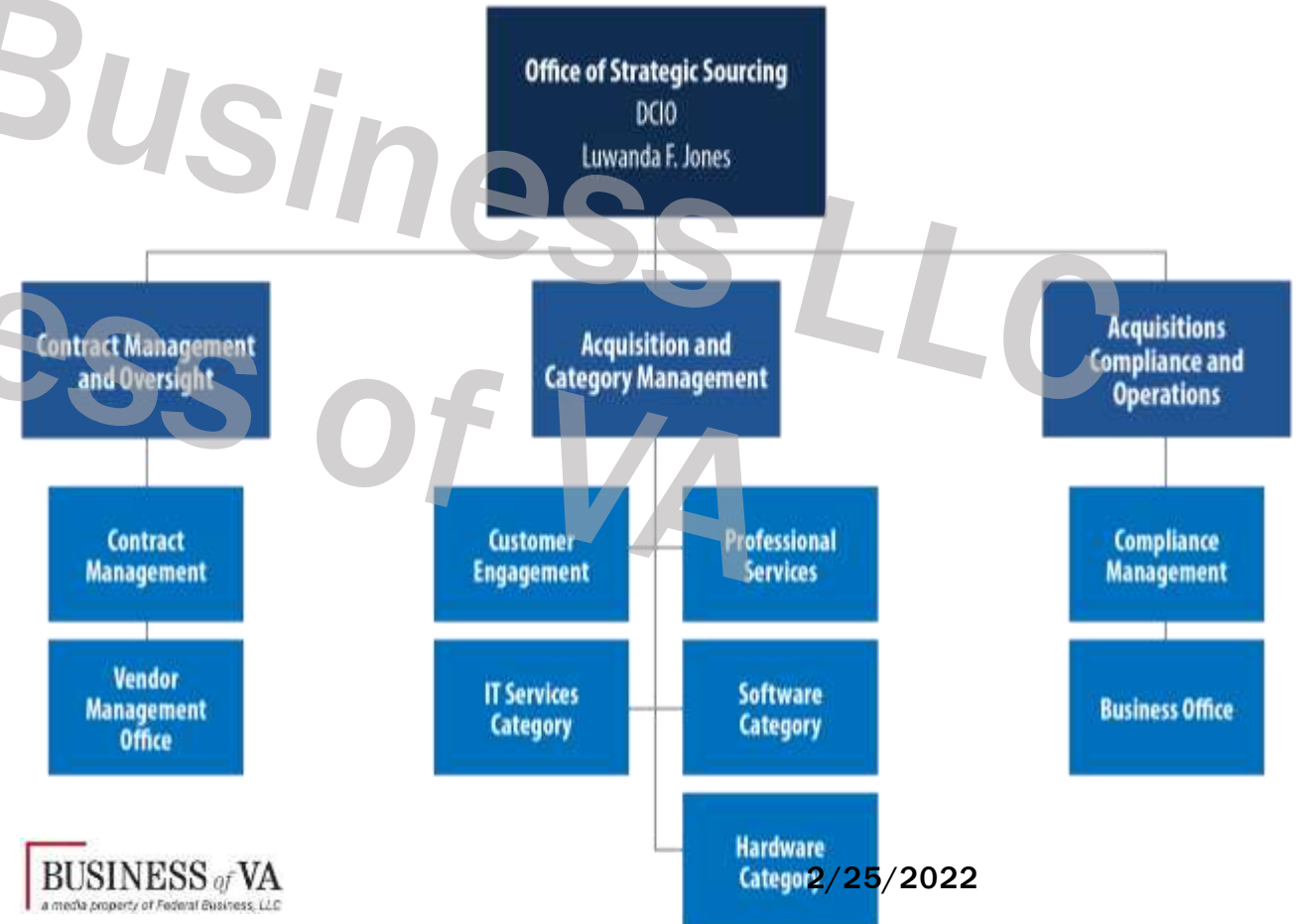
**Retired U.S. Army Colonel who served
28 years in senior acquisition and
information technology positions.**



OFFICE OF STRATEGIC SOURCING

Office of Strategic Sourcing Points of Contact

- James Bryant, Director OIT Contract Management and Oversight
- James Woodard, Supervisor OIT Vendor Management Office
- IT Vendor Management Office, ITVMO@VA.GOV



February 25, 2022

BUSINESS *of* VA

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Webcast

**US DEPARTMENT OF
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Complex Market.**

JAMES GFRENER

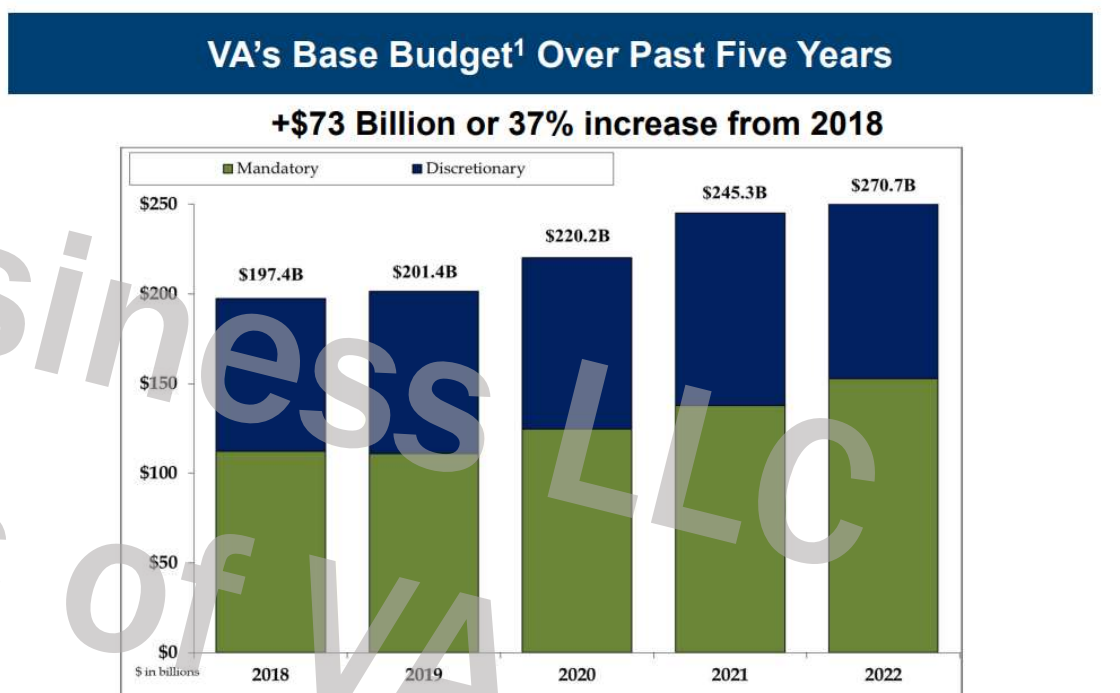
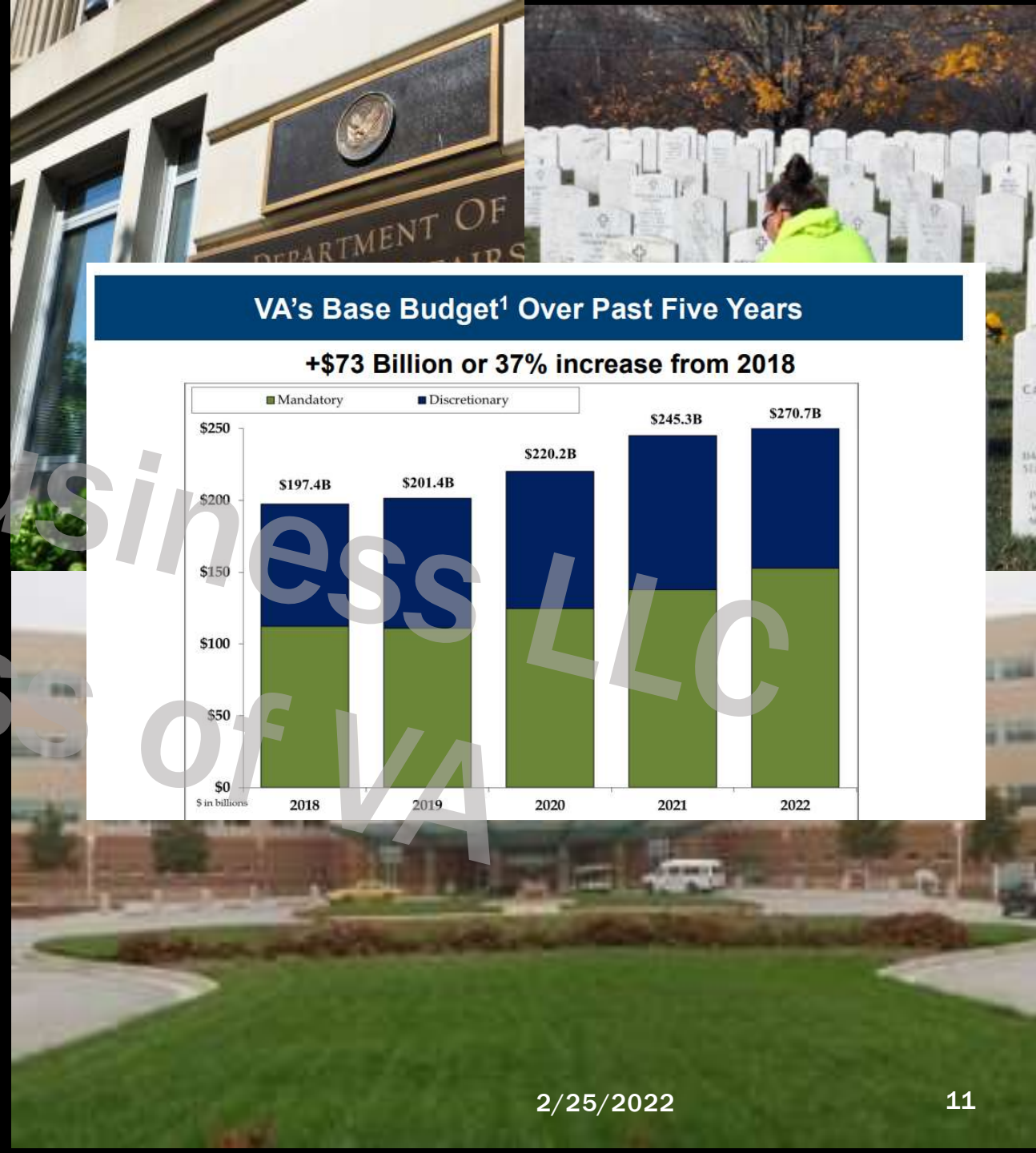


Chief Executive Officer, Federal Business LLC

Mr. Gfrerer was Assistant Secretary and Chief Information Officer at US Department of Veterans Affairs (VA). While at VA, he implemented a Digital Transformation strategy of the nearly \$6B portfolio to modernize the massive VA Enterprise.

VA IS MORE THAN A GOVERNMENT AGENCY... IT'S A MARKET!

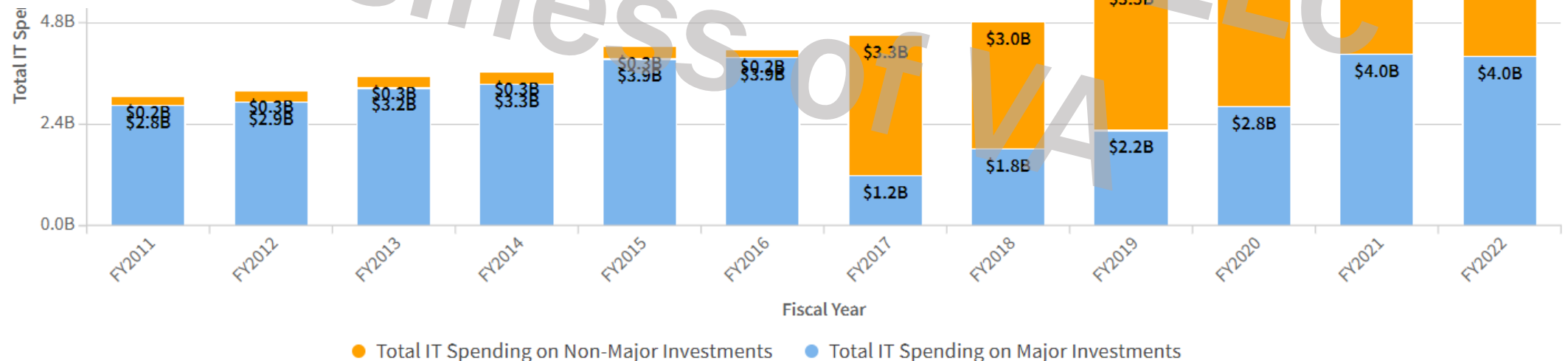
- Size of a Fortune 10 Entity
- Largest integrated healthcare organization in the U. S.
 - 425,000+ employees
- Supports 19M U. S. Veterans
- ~1300 VA medical centers/clinics, 56 Regional Benefits Offices, 155 national cemeteries



...AND IT'S A VAST IT MARKET

Total IT Spending by Fiscal Year

- 1000+ software applications & 6,000 approved apps in TRM
- 500K+ desktops, laptops and email accounts
- 130+ instances of VistA requiring ~700 FTE/year to maintain
- IT workforce – 16,000 (approx. half are VA employees)
- 5 major data centers and 200+ smaller data centers



VA VISION

"To provide Veterans the world-class benefits and services they have earned..." and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship.

VA MISSION

To fulfill President Lincoln's promise

- **Veterans Benefits:** Intended to help Veterans' transition back to civilian life.
- **Veterans Health Care:** Nation's largest integrated health care network.
- **National Cemeteries:** To forever memorialize those who served country.
- **The Fourth Mission:** To improve the Nation's preparedness in response to war, terrorism, emergencies, and natural disaster.



PRESIDENT'S MANAGEMENT AGENDA



1. Strengthening and Empowering the Federal Workforce
2. Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience
3. Managing the Business of Government to Build Back Better

VA Deputy Secretary is a member of the President's Management Council (PMC)— the primary Government-wide body that advises the President and the Office of Management and Budget (OMB) on management issues that span agencies.

WHAT THE PMA MEANS TO INDUSTRY PARTNERS

PMA	Anticipated Programmatic Outcomes
<p>1. Strengthening and empowering the Federal Workforce</p>	<ul style="list-style-type: none"> • Influences VA's HRSmart and Enterprise Human Resources Information Services (HRIS) initiatives • Expands telework through 5G, cloud computing, collaboration tools • Increases bonus and retention incentives
<p>2. Delivering excellent, equitable, and secure Federal services and Customer Experience</p>	<ul style="list-style-type: none"> • Increases focus on human-centered design (HCD) Veteran and Employee Journeys • Expands Veteran Experience and Customer Experience (CX) initiatives such as telework, telehealth, virtual benefits hearings
<p>3. Managing the Business of Government</p>	<ul style="list-style-type: none"> • Increases pressure on Supply Chain Modernization DMLSS/VALOR • Increases focus on financial management systems iFAMS/FMBT • Focuses on VBA financial assistance systems and VHA health systems - Cerner/VistA

PRIORITIES FROM STRATEGIC PLAN

- **Customer Service**
- **MISSION Act Implementation**
- **Electronic Health Record**
- **Business Systems Transformation**

Additional Areas of Focus:

- **Suicide Prevention: Suicide**
- **VA and DoD Collaboration**
- **Accountability**
- **Women's Health**
- **Community Living Centers**
- **Hiring and Vacancies**
- **Wait Times**



Robert Wilkie
(Previous Secretary)

PRIORITIES FROM FY22 BUDGET REQUEST

- Get our Veterans through the COVID-19 pandemic
- Help Veterans build civilian lives of opportunity with the education and jobs that are worthy of their skills and talents.
- Ensure the VA welcomes all our Veterans, including women Veterans, Veterans of color, and LGBTQ+ Veterans, and that Diversity, Equity and Inclusion are woven into the fabric of the Department.
- Work to eliminate Veteran homelessness and prevent Veteran suicide.
- Keep faith with our families and caregivers.



Denis McDonough
Current Secretary

VA CORE VALUES – “ICARE”



Integrity: Act with high moral principle.

Commitment: Work diligently to serve Veterans and other beneficiaries.

Advocacy: Be truly Veteran-centric.

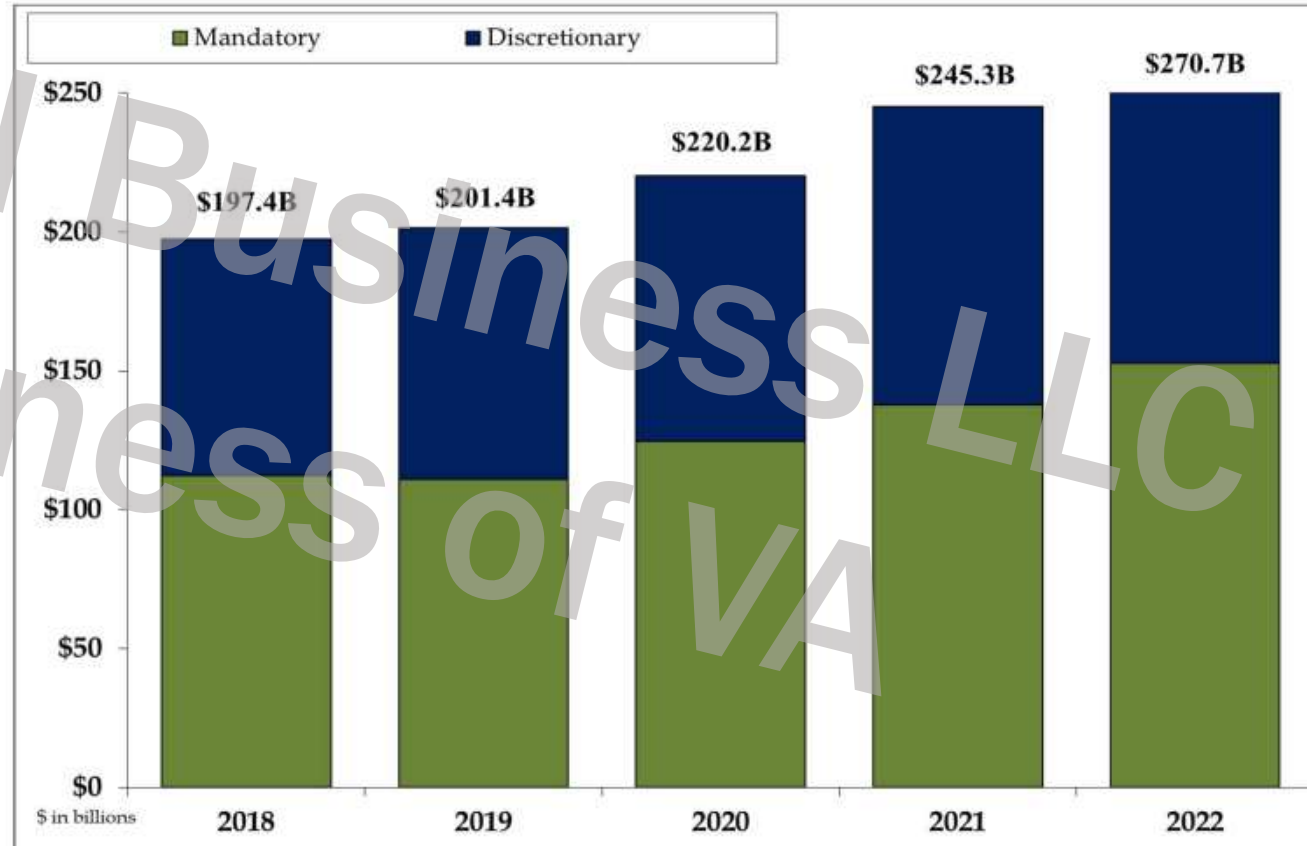
Respect: Treat all those I serve and with whom I work with dignity and respect.

Excellence: Strive for the highest quality and continuous improvement.

TOTAL VA APPROPRIATION

VA's Base Budget¹ Over Past Five Years

+\$73 Billion or 37% increase from 2018



VA MARKET

- TOTAL AGENCY BUDGET: \$270B
- OUTSOURCED SPEND: ~\$32B
- IT BUDGET = ~\$5B*, OUTSOURCED ~\$2B

* LESS \$2.1B FOR OEHRM

Veterans Demographics

Projected U.S. Veterans Population:	19,162,515	{Female 2,045,384 10.7%}
Projected Number of Living WW II Veterans:		240,329
Estimated Number of WW II Veterans Pass Away Per Day:		234
Percentage of Veteran Population 65 or Older:		46.3%
Veteran Population by Race:	White 78.6%	Black 12.6%
	Asian/Pacific Islander 2.1%	Other 4.0%
	American Indian/Alaska Natives 0.8%	Hispanic 8.2%

About VA

Number of Full Time VA Employees Employees in Pay Status:	400,340 427,203
Number of Total VA Care Sites:	1,297 ¹
Number of VAMC with Outpatient Acute Inpatient Care Sites:	171 145
Number of VA Outpatient Only Care Sites:	1,115
Number of VA Vet Centers:	300
Number of VBA Regional Offices:	56
Number of VA National Cemeteries:	155

FY2020 Appropriations (enacted)²

VA:	\$218.43B
VHA:	\$84.10B ³
VBA-GOE:	\$3.00B ⁴
NCA:	\$329M
OIT:	\$4.34B

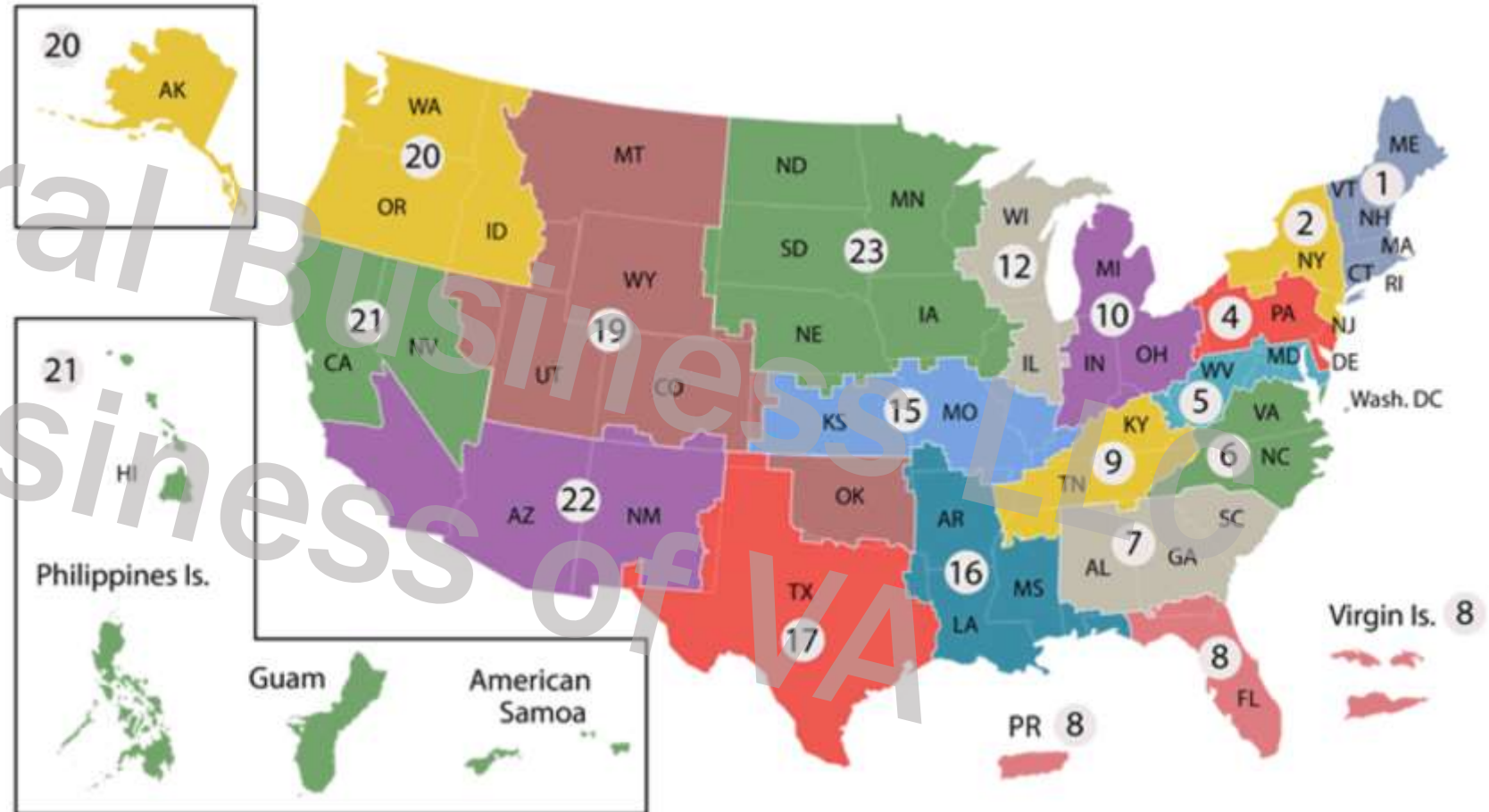
FY2021 Appropriations (enacted)^{2/5}

VA:	\$245.28B
VHA:	\$92.82B ³
VBA-GOE:	\$3.16B ⁴
NCA:	\$397M
OIT:	\$4.88B

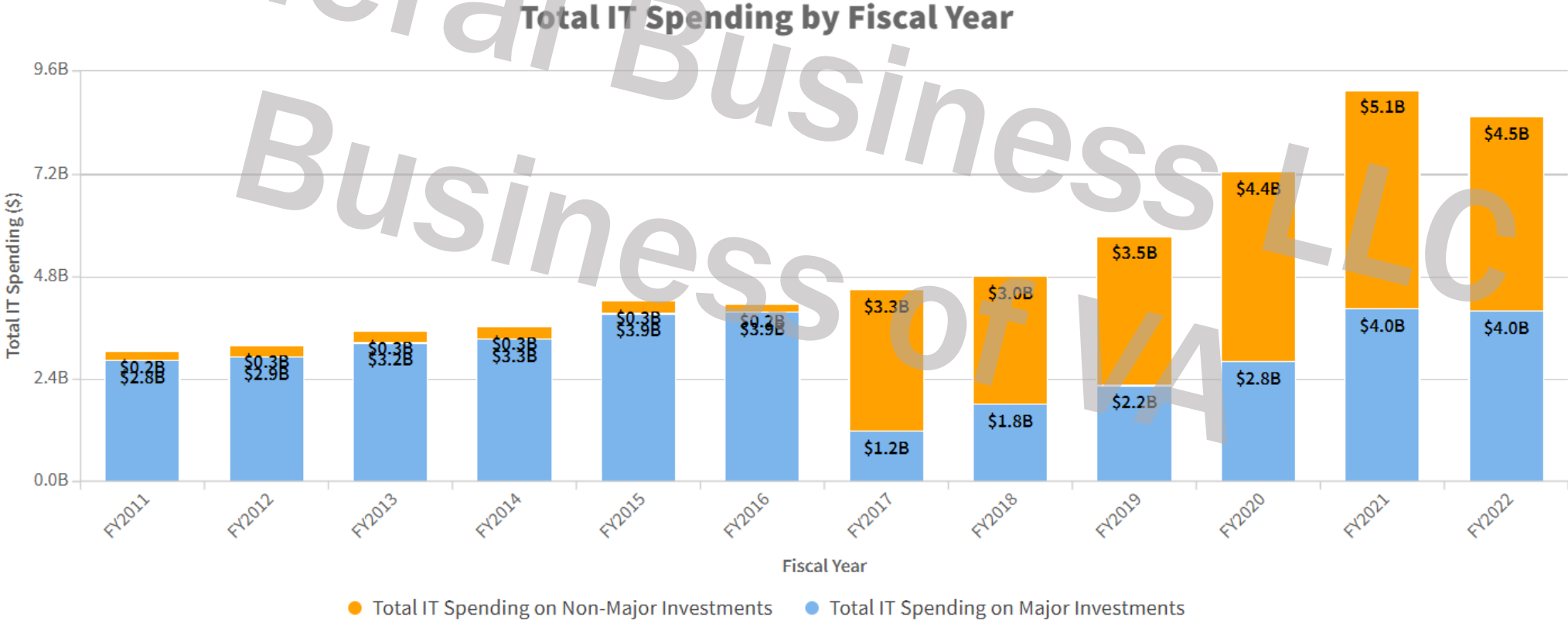
FY2022 Appropriations (requested)^{2/6}

VA:	\$269.86B
VHA:	\$101.54B ³
VBA-GOE:	\$3.42B ⁴
NCA:	\$439M
OIT:	\$4.84B

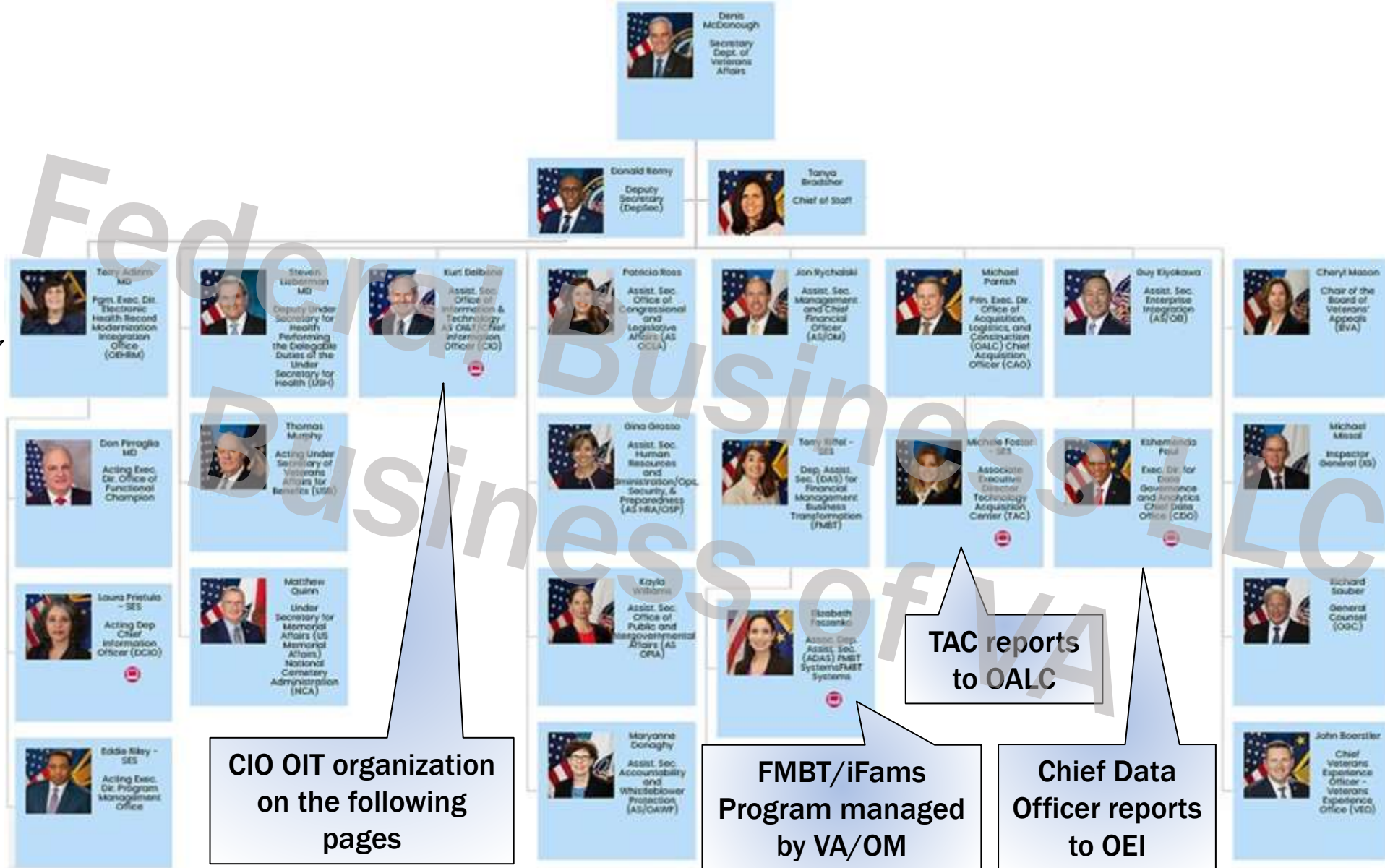
VETERANS INTEGRATED SERVICE NETWORKS (VISNs)



TOTAL IT SPENDING



VA ORGANIZATION AND STAKEHOLDERS



VA OFFICE OF INFORMATION AND TECHNOLOGY (OIT)

- OIT Leadership changes happen often.
- There are many informal and formal acting or detail assignments that can take months to be reflected in authoritative personnel documents.



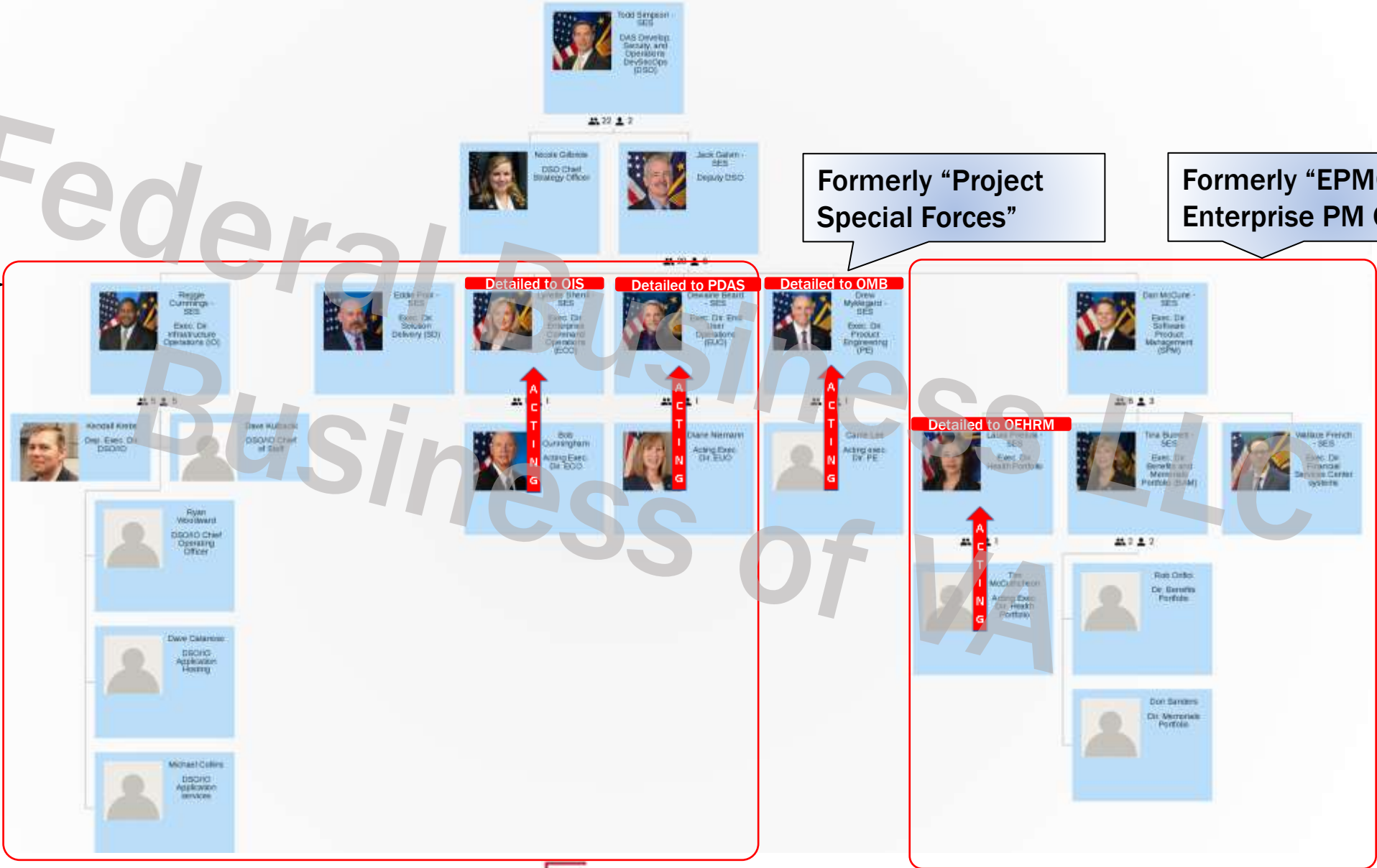
VA OIT – DEVSECOPs (DSO)

Federal Business of VA LLC

Formerly "ITOPS" IT Operations

Formerly "Project Special Forces"

Formerly "EPMO" Enterprise PM Office



VA OIT ACCOUNT MANAGEMENT OFFICE

- VA OIT Account Management Office is the lines of business “front door” to VA OIT.
- Information Technology Account Managers (ITAMs) prioritize IT investments IAW priorities set by their customers.



SENATE COMMITTEE ON VETERANS' AFFAIRS (SVAC)



Chairman
Jon Tester (D – MT)
[Biography](#)



Ranking Member
Jerry Moran (R – KS)
[Biography](#)

Who are your company's Senate members? Are they on a committee or subcommittee that oversees VA or influences VA budget?

HOUSE COMMITTEE ON VETERANS' AFFAIRS (HVAC)



DEMOCRAT

Chairman
Mark Takano
California 41st



REPUBLICAN

Ranking Member
Mike Bost
Illinois 12th



SUBCOMMITTEE ON

Technology Modernization

The Subcommittee on Technology Modernization has oversight and investigative jurisdiction over the Department of Veterans Affairs' major IT projects and technology modernization programs, such as the Electronic Health Record (EHR) modernization program and the Financial Management Business Transformation (FMBT).

CHAIRMAN FRANK MRVAN [READ MORE](#)



MEMBERSHIP



CHAIRMAN

Frank Mrvan
D - Indiana

Majority Members
Anthony Brown, D - Maryland
Mark Takano, D - California



RANKING MEMBER

Malt Rosendale
R - Montana

Minority Members
Jim Banks, R - Indiana

MAJOR VETERANS SERVICE ORGANIZATIONS (VSO)

Over 100 VA recognized nationally.

They perform 3 primary tasks:

1. Help Veterans navigate the VA claims and benefits system.
2. Provide public advocacy to the VA and Congress.
3. Connect Veterans to local facilities and programs.



Paralyzed Veterans of America



VA AND OIT STRATEGIC PLANS AND PROCESSES



Department of Veterans Affairs
FY 2018 – 2024 Strategic Plan
Refreshed May 31, 2019

VA Strategic Plan



OIT IRM Strategic Plan



OIT Enterprise Roadmap

Required by OMB

VA and OIT Strategic Plans and Processes

Information Resource Management FY2020-2022 Strategic Plan

VA's Digital Transformation Strategy

4-5-6 Framework

- four guiding principles for how to build solutions;
- five strategic goals to bring about the next phase of digital transformation strategy;
- six focus areas that help integrate direct product design and solution development.

Vision: to become a world class organization that provides a seamless unified veteran experience through the delivery of state-of-the-art technology .

Mission: to collaborate with our business partners to create the best experience for all Veterans.

PRIORITIES



Timely, World-class Healthcare

FOUR Guiding Principles



Transparency



Accountability



Innovation



Teamwork

FIVE Imperatives/Goals



Access to Benefits Veterans Have Earned



Exceptional Customer Experience



IT Modernization



Strategic Sourcing



IT Workforce Transformation



Seamless and Secure Interoperability

SIX Focus Areas



Honoring our Veterans' Lifetime of Service



Manage Data



Migrate to the Cloud



Improve Cybersecurity



Digitize Business Processes



Decommission Legacy Systems



Recruit and Retain a World-Class IT Workforce

VA and OIT Strategic Plans and Processes

Information Resource Management FY2020-2022 Strategic Plan

1 GOAL 1 EXCEPTIONAL CUSTOMER EXPERIENCE

Deliver exceptional customer service by reinvigorating partnerships with VA business lines to understand customer needs, align them with true business problems, and deliver IT solutions based on Veteran-centered design and product management, culminating in a world-class customer experience.

> Aligns with Secretary's Customer Service priority

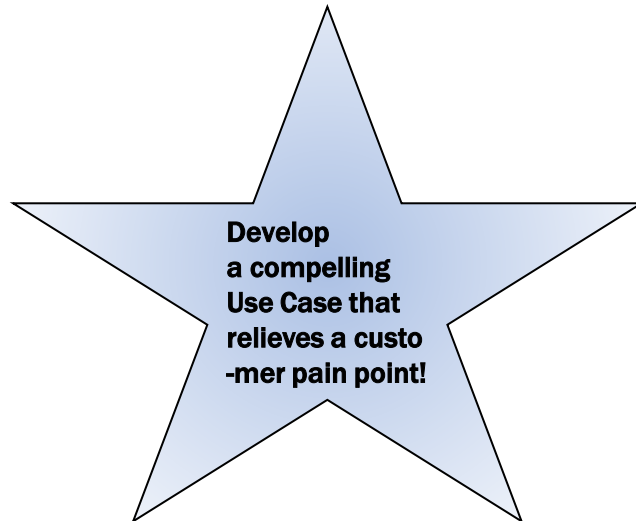
FOCUS AREAS

- Digitize Business Processes
- Manage Data
- Recruit and Retain a World-Class IT Workforce

GOVERNANCE

- IT Governance Board
- Organization and Workforce Council
- Talent Management Committee

“Exceptional Customer Experience” is implemented through upfront UX research and expressed in use cases which turn into a “business epic” which turns into a “VA IT Process Request (VIPR)” for a project.



FUTURE STATE:

Veterans get personalized support and services to make informed decisions about their future

OIT's business model focuses on the continual improvement of the customer experience whether the customer is a Veteran using an OIT-built product, a VA employee logging into a workstation, or a community partner working with VA to meet a business need. VA will deliver **self-service tools** on par with top private sector companies and have the best online experience in the Federal Government. OIT helps each administration provide an interactive experience for the Veteran that is consistent, easy, intuitive, and personalized through **focus groups, customer journey mapping, design thinking, rapid prototyping, Agile development, and metrics**. OIT will balance the end-user experience of the Veteran with security protocol and internal business partners' requirements so that the back-end functionality is as intuitive as the front-end experience.

VA and OIT Strategic Plans and Processes

Information Resource Management FY2020-2022 Strategic Plan

2 GOAL 2 IT MODERNIZATION

Drive IT and VA capability modernization through digital transformation, refreshing and decommissioning software and infrastructure, and an OIT business value framework that is designed around customer-driven requirements.

> Aligns with Secretary's MISSION Act Implementation priority

FOCUS AREAS

- Decommission Legacy Systems
- Digitize Business Processes
- Migrate to the Cloud

GOVERNANCE

- Program and Acquisition Review Council
- Quality and Risk Committee
- Transformation Committee

Part of "IT Modernization" is refreshing infrastructure – both hardware and software

FUTURE STATE:

Veterans access their ideal services more quickly due to OIT's proactive engagement with business partners

OIT resources are aligned into **product delivery units** grouped by business functionality. The new approach centers on **Product Line Management** to deliver data-driven information and technology solutions provided by functional teams focused on business partner's outcomes for VA's end users. This nimble approach shifts OIT delivery into a relatively small number of highly reliable, flexible, and comprehensive **target systems** that continuously evolve to support new requirements. A persistent product line team delivers and manages capabilities from start to finish. The **product portfolio's solution engineers** analyze new requirements and incorporate the feature requests into the portfolio's existing Target Systems. Through the integrated management of development, budget, and planning, VA is a federal role model for IT cost transparency and the management of technical debt.

VA and OIT Strategic Plans and Processes

Information Resource Management FY2020-2022 Strategic Plan

3 GOAL 3 STRATEGIC SOURCING

Transform procurement and acquisition processes to support aggressive modernization efforts by optimizing all available sourcing capabilities and streamlining processes to select the right capability for each digital transformation requirement.

> Aligns with Secretary's Business Transformation priority

FOCUS AREAS

-  Digitize Business Processes
-  Migrate to the Cloud
-  Recruit and Retain a World-Class IT Workforce

GOVERNANCE

-  Program and Acquisition Review Council
-  Operations and Portfolio Management Committee
-  Budget, Programming, and Acquisition Committee

- Strategic Sourcing (OSS) serves two purposes of interest to Companies:
 - OSS consolidates independent purchases of products and services to lower per-unit prices through economy of scale
 - The IT Vendor Management Office (ITVMO) coordinates vendor meetings

FUTURE STATE:

VA obtains the right materials and services at the best value

Strategic sourcing provides a foundation for creating strategically focused, customer-centric acquisitions through **preferred vehicles** and **increased buying power**. The IT sourcing lifecycle increases transparency with stakeholders through **streamlined processes**, **supplier-led innovation**, and best-in-class **collaborative practices**. The new acquisition approach enables OIT to procure emerging information technology that can meet the needs of internal customer business goals and satisfy Veteran end-user functional preferences with increased speed to market. Innovation stems from OIT's **managed services**, **public-private partnerships**, and other nimble acquisition approaches.

VA and OIT Strategic Plans and Processes

Information Resource Management FY2020-2022 Strategic Plan

4 GOAL 4 IT WORKFORCE TRANSFORMATION

Inspire a culture of digital transformation, IT modernization, and customer service among OIT employees through education, training, reskilling, and professional certifications. Transform recruitment efforts and make OIT an attractive employer of choice for the next generation of IT workers.

> Aligns with Secretary's Business Transformation priority

FOCUS AREAS

- Digitize Business Processes
- Manage Data
- Recruit and Retain a World-Class IT Workforce

GOVERNANCE

- Organization and Workforce Council
- Analytics and Performance Management Committee
- Space and Facilities Committee
- Talent Management Committee

- OIT employee workforce transformation has little relevance to industry partners, but note:
 - Estimate ~15% of OIT employees have IT degree
 - Don't assume. Always Inform and Educate

FUTURE STATE:

OIT experts advise business partners on industry advances and new technology to build innovative solutions

As an employer of choice for the next generation of IT workers, OIT continually develops and reskills its workforce. Staff share their expertise through ongoing collaboration with internal business partners to integrate information, technology, and innovation into new customer-centered solutions. **Strong learning and development programs** enable OIT's workforce to advance in their career and remain at the top of their field. OIT will improve its strategic planning efforts by focusing on measurable outcomes through a teamed approach rather than project managers with a scope, risk, and budget lens. OIT staff are skilled in artificial intelligence, data science, and cybersecurity.

VA and OIT Strategic Plans and Processes

Information Resource Management FY2020-2022 Strategic Plan

5 GOAL 5 SEAMLESS AND SECURE INTEROPERABILITY

Achieve seamless and secure data interoperability across VA, U.S. Department of Defense (DoD), and federal and commercial partners by identifying, documenting, and disseminating well-defined, standardized, and secure design, interfaces, and processes to access authoritative data that streamlines the Veteran experience.

> Aligns with Secretary's VA/DoD Collaboration priority

FOCUS AREAS

- Digitize Business Process
- Improve Cybersecurity
- Manage Data

GOVERNANCE

- Standards and Architecture Council
- Architecture and Data Management Committee
- Information Security Committee
- Analytics and Performance Management Committee

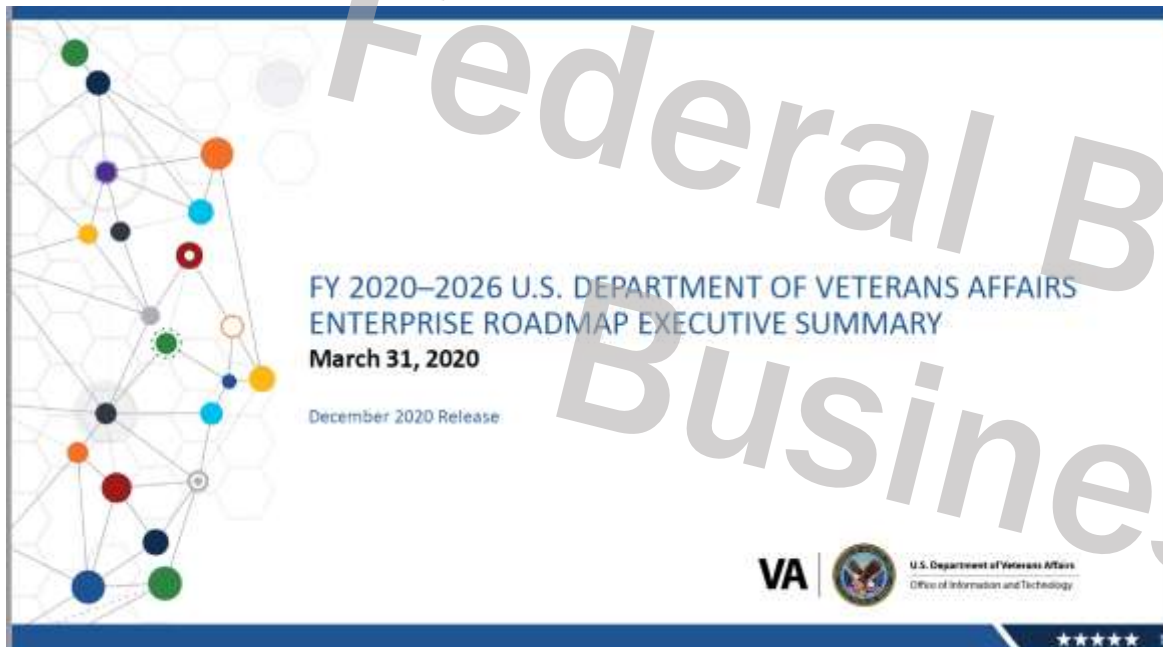
- “Interoperability” often means between VA and DoD, e.g. health record interoperability
- Dr. Paul Tibbits directs the OIT/Office of Technical Integration
- APIs created new interoperability opportunities by building standard secure interfaces between internal VA applications and external applications and devices (iPhone health app)

FUTURE STATE:

Veterans access personal health data from VA, DoD, and the community to make whole health decisions

VA's **Electronic Health Record Modernization** provides a single, seamless longitudinal clinical health record from active duty to Veteran status. Veterans can access their medical record regardless of where they receive care. Seamless data interoperability enables VA to use **analytical tools** to make faster, smarter connections between military service and health outcomes to facilitate deeper engagement with patients to improve their health and well-being. Veterans can access their **secure personal health and benefit data** on their personal devices.

FY 2020–2026 VA ENTERPRISE ROADMAP MAJOR PROGRAMS



- Describes VA's current and future views of its business and technology environment
- Illustrates VA transformative initiatives and IT modernization timelines
- Informs long term IT planning, prioritization, budgeting, and decision making across VA
- Aligns to the President's Management Agenda (PMA), VA Priorities, VA Strategic Plan

FY 2020–2026 VA ENTERPRISE ROADMAP

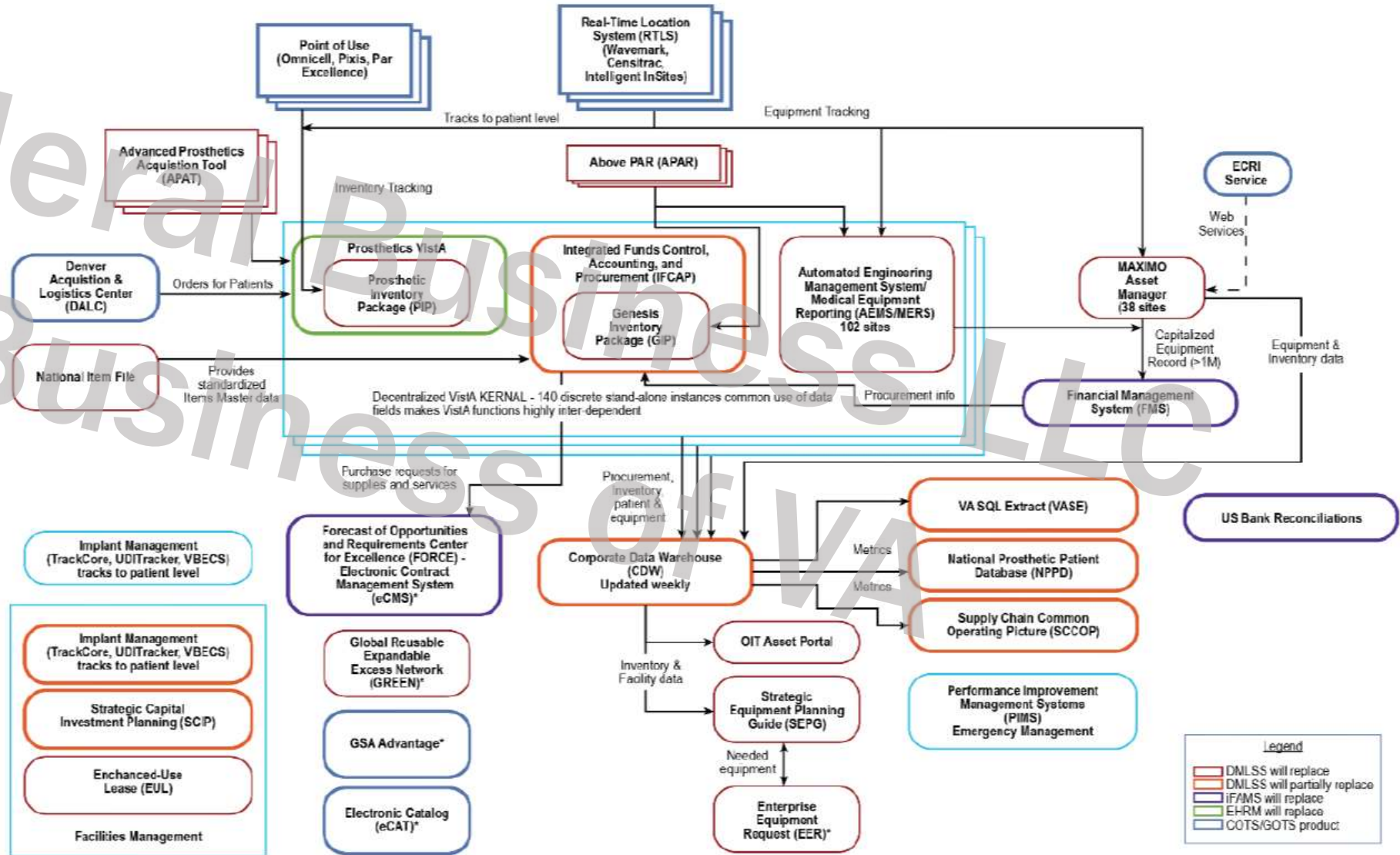
Current Environment of VA Supply Chain Management Systems

DMLSS – Defense Medical Logistics Standard Support (Army program)

VA Logistics Redesign (VALOR)/Supply Chain Management (SCM)

Modernization - Migration to DOD DMLSS/LogiCole

DMLSS in the news. “did not meet more than 40 percent of the high priority essential business requirements”



FY 2020–2026 VA ENTERPRISE ROADMAP

FMBT - iFAMS



Corporate Services: Financial Management

Potential Lead System Integrator opportunity

Financial Management Business Transformation (FMBT)

Current Environment

VA's financial management systems *do not substantially comply with the federal financial management system requirements and the U.S. Government Standard General Ledger at the transaction level*. Its current financial system, the Financial Management System (FMS), *has over 100 primary interfaces with legacy systems, and its hardware and software are no longer updatable*. The legacy software inhibits VA from fixing audit issues, including security and privacy concerns.

VA has cancelled two major efforts to replace FMS since 1999. Prior to VA's FMBT program, the Department's last attempt to implement a new financial system ended in 2010. This has led to a *proliferation of FMS enhancements and workarounds and the development of add-on systems, resulting in a fragmented financial management environment*. To replace FMS, the *FMBT program is implementing iFAMS as VA's modern financial and acquisition management system*.

Similarly, *Veteran debt processing at VA is outdated and fragmented*. The Department currently sends VA debt letters via paper copy and stores them in multiple systems of record to include VVA, VBMS, and Vista. Therefore, VA is working toward *implementing a holistic solution to enhance Veteran debt processing*.

Drivers

VA's *legacy financial management system is over 30 years old*, and it becomes more challenging to technically and functionally support these legacy applications each year. VA is unable to meet federal financial regulations and mandates, including *the Digital Accountability and Transparency Act of 2014 (DATA Act)*, due to its inability to update legacy code and the lack of integration between the legacy finance and acquisition systems.

Additionally, *OMB Memorandum 13-08, Improving Financial Systems through Shared Services*, directs all executive agencies to use a shared services solution for future modernizations of core accounting or mixed systems. In 2016, VA chose the U.S. Department of Agriculture (USDA) as its Federal Shared Service Provider (FSSP) to guide its migration to an integrated solution. However, in 2017, USDA officially notified VA that it would no longer serve as an FSSP in support of FMBT, prompting VA to solely manage the program.

Legislation driving Veteran debt processing enhancements includes *the Veterans Benefits and Transition Act of 2018 and the Economic Growth, Regulatory Relief, and Consumer Protection Act. PMA CAP Goals 4 (Improving Customer Experience), 9 (Getting Payments Right), and 11 (Improve Management of Major Acquisitions)* also drive VA's financial modernization.

Transformative Initiatives

- **Financial Management Business Transformation (FMBT)**: Implementing iFAMS to replace FMS while using a tailored version of the Scaled Agile Framework for project management to deliver iFAMS functionality in small increments and coordinating with the implementation activities of the Cerner EHR and LogiCole
- **Fair Debt – Veteran Debt Processing Enhancements**: Developing a plan to implement a holistic solution that will 1) track delays and disputes of Veteran debt, 2) notify Veterans of debt management legislative requirements via a common format, and 3) develop a medical database to provide community-care-related Veteran debt to Credit Reporting Agencies in order to address legislative requirements and issues related to debts incurred by Veterans

Future Environment

FMBT will deploy iFAMS as a federally compliant, Cloud-hosted financial and acquisition management solution with transformative business processes and capabilities. iFAMS will interface with the Cerner EHR and LogiCole to modernize VA's financial and acquisition management systems, and it will implement remediation actions related to repeated material weaknesses and compliance findings reported in VA's Agency Financial Report.

The system will *increase the transparency, accuracy, and reliability of financial information across VA*. This will result in improved fiscal accountability to American taxpayers and strengthen the Department's ability to provide care and services to Veterans.

Regarding Veteran debt processing, VA will *provide timely notification to debtors such as Veterans and their families, make debt letters available online, and allow Veterans and beneficiaries the ability to opt-in to receiving correspondence electronically*. It will also provide greater awareness of the debt, including the original debt amount, remaining balance, and payments made. Credit Reporting Agencies will be able to verify whether a debt furnished to them is a Veteran's medical debt, and VA will be able to submit a notice to Veterans when the Department has assumed liability for all or part of their medical debt.

FY 2020–2026 VA ENTERPRISE ROADMAP

HR - HRSmart - HRIT - HRPDS



Corporate Services: Human Capital Management

Potential Lead System Integrator opportunity

HRSmart

replaced the legacy Personnel and Accounting Integrated Data (PAID) system built in 1962 in COBOL. HRSmart is based on an Oracle PeopleSoft solution that serves as VA's official system of record for HR data.

Current Environment

VA's HR IT environment consists of a set of applications that support the Department's human capital business functions. These applications exist on disparate platforms and vary in scope, size, complexity, and support mechanisms. Additionally, many of these business functions are supported by redundant systems across VA Administrations and Staff Offices.

The current HR environment leads to a significant cost associated with sustaining outdated functionality that uses different workflow and business processes. It causes inconsistent and often unreliable data standards and reporting methods as well as increased workload and decreased efficiency of VA's HR practitioners due to manual processes that require remediating data errors.

In order to address these challenges, Human Resources Information Technology (HRIT) and the Office of Human Resources and Administration (HR&A) have numerous efforts underway including decommissioning PAID, transitioning to shared services with HR-Smart, replacing VA's current Personal Identity Verification (PIV) Card Management System and enterprise talent management solution, and enhancing the VA Emergency Alerting and Accountability System (EAAS).

Drivers

VA's HR modernization efforts are driven by business imperatives from across the Department and external sources. Per its Strategic Plan, VA is modernizing its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world-class services to Veterans and their families.

In 2016, the U.S. Government Accountability Office (GAO) identified PAID as one of the 10 oldest systems in use in the Federal Government. PAID has supported many core HR functions for more than 50 years and is antiquated, expensive to maintain, and no longer compliant with federal security requirements.

Additionally, under the Homeland Security Presidential Directive 12 (HSPD-12), VA is required to issue PIV cards to its employees, contractors, and affiliates. Its current PIV Card System is nearing the end of its expected lifecycle and encountering technology issues that make it cost-prohibitive to further maintain and enhance.

PMA CAP Goal 3 (Workforce of the Future) and the MISSION Act also guide VA's transformation of its HR capabilities.

Transformative Initiatives

- **HR Shared Services:** Adopting and expanding shared services for HR functions via HR-Smart to realize cost savings and improve internal HR operations and data governance
- **Enterprise HR-Smart Enhancements:** Improving the capabilities of the HR-Smart system by adding manager and employee self-service, workers without compensation (WOC), and manpower functionalities
- **Next Generation PIV (NextGen PIV):** Replacing the current internal PIV Card System with the federal shared service USAccess PIV Card System provided by GSA to substantially improve identity management and security for VA
- **Enterprise Talent Development:** Implementing a new enterprise talent management solution to develop and sustain a high-performing workforce that meets VA's strategic and operational goals and objectives
- **VA Emergency Alerting and Accountability System (EAAS):** A FedRAMP certified SaaS notification system that enables reliable mass communication across a wide range of channels and devices

Future Environment

HRIT will modernize VA's HR systems to provide **cost-effective, standardized, and interoperable HR solutions** to support the strategic management of human capital. The Department will also develop **HR data standards for efficient and reliable data exchange** and leverage existing HR system capabilities to supply innovative core and non-core solutions between shared service resources.

VA will implement a **modern end-to-end system** designed to enter HR data one time and move that data in concert with employees through the HR lifecycle.

The HR transformative initiatives will enable VA to achieve a future environment in which **HRIT operates seamlessly and efficiently to address the business needs of VA Administrations and Staff Offices**. They will also enable cost savings, operational efficiency, enhanced customer service, and improved ability to manage the Human Capital Business Reference Model (HCBRM) functions.

In addition, HRIT envisions a future with a renewed focus on strong governance to accomplish its strategic objectives. Well-defined and executed governance will help VA **eliminate duplicate systems, achieve end-to-end interoperability, and align systems to the HCBRM**.

FY 2020–2026 VA ENTERPRISE ROADMAP

Potential Lead System Integrator opportunity

VA Electronic Health Record Modernization (EHRM) - electronic health record (EHR) program funded at \$2.7B in 2022, will allow VA and DoD to move toward a single common health record.

Cerner/Millennium is a COTS cloud application, but it will take 10+ years to deprecate current VistA EHR.

Electronic Health Record Modernization



Health Services: Medical Care

Current Environment

The Veterans Information Systems and Technology Architecture (VistA) consists of over 170 clinical, financial, and administrative applications. The legacy system supports more than 1,600 VA facilities nationwide as part of the largest integrated delivery network in the U.S. Multiple modernization initiatives to enhance the legacy EHR system have led to more than 130 unique instances of VistA.

Preventing Veteran suicides is VA's highest clinical priority. On average, 20 Veterans, active duty Servicemembers, and non-activated Guard or Reserve members die by suicide each day. Of those 20, 14 were not in VA's care. Therefore, VA is working to improve the transition from active duty to Veteran status, identification of at-risk Veterans, firearm and medication safety, and access to mental health services.

VA offers a wide array of *interventions designed to identify homeless Veterans, engage them in services, find pathways to permanent housing, and prevent homelessness* from occurring. Since 2010, the number of Veterans experiencing homelessness in the U.S. has declined by nearly half.

Drivers

VA pioneered EHR development with VistA. However, after more than 40 years of use, *VistA lacks the interoperability with DoD and community care partners needed to better serve Veterans.* VistA is extremely costly to maintain as VA's sole health information system and limits the Department's ability to provide Veterans with a seamless care experience.

Congress and government agencies have increased oversight of VA's EHR, interoperability, and data activities (e.g., the MISSION Act and Veterans' Electronic Health Record Modernization Oversight Act).

Additionally, the *2019 Executive Order National Roadmap to Empower Veterans and End Suicide* created a task force to develop a roadmap for empowering Veterans to pursue an improved quality of life, preventing suicide, prioritizing related research activities, and strengthening collaboration across the public and private sectors.

Technology advancements—such as *open APIs, SMART on Fast Healthcare Interoperability Resources (FHIR) apps, RPA, AI, blockchain, and big data analytics*—are shaping the evolution of EHR platforms and future solutions to address Veteran suicide and homelessness.

Transformative Initiatives

- **Electronic Health Record Modernization (EHRM):** Replacing VistA with the Cerner EHR, the same EHR solution that DoD is deploying, and developing a single longitudinal clinical health record from active duty to Veteran status to ensure interoperability with DoD
- **Suicide Prevention Package:** An enhancement to the Mental Health Assistant (MHA) infrastructure that will enable Veterans to self-report using tablets and kiosk devices
- **Prescription Drug Monitoring Program (PDMP) Solution:** A modern solution that will enable providers to retrieve controlled substance prescription monitoring data from external sources and within patients' EHRs
- **ScriptTalk:** A modern tool that enables VA to generate prescription labels that a Veteran can hear, with increased memory capacity that allows the tool to process and read lengthier information and instructions

Future Environment

Full integration of the Cerner EHR will take several years, beginning with the initial operating capability (IOC) sites in October 2020. VA will deploy the Cerner EHR to all VAMCs, clinics, Veterans Centers, mobile units, and ancillary facilities.

Once fully implemented in FY 2027, the Cerner EHR system will be VA's single authoritative source of Veteran health information for patients and providers. It will support improved health outcomes, patient safety, and quality of VA care.

In addition, VHA and VBA will significantly enhance *collaboration with DoD and the U.S. Department of Homeland Security (DHS) on mental health and suicide issues through public-private partnerships.* Measurement-based care systems will enable effective screening and assessment of Veteran's suicide risk and better equip health care providers to reduce symptoms and improve recovery through enhanced care.

Finally, *VA will comprehensively address opioid safety, pain management transformation, and treatment of opioid use disorder to reduce suicide risks.*

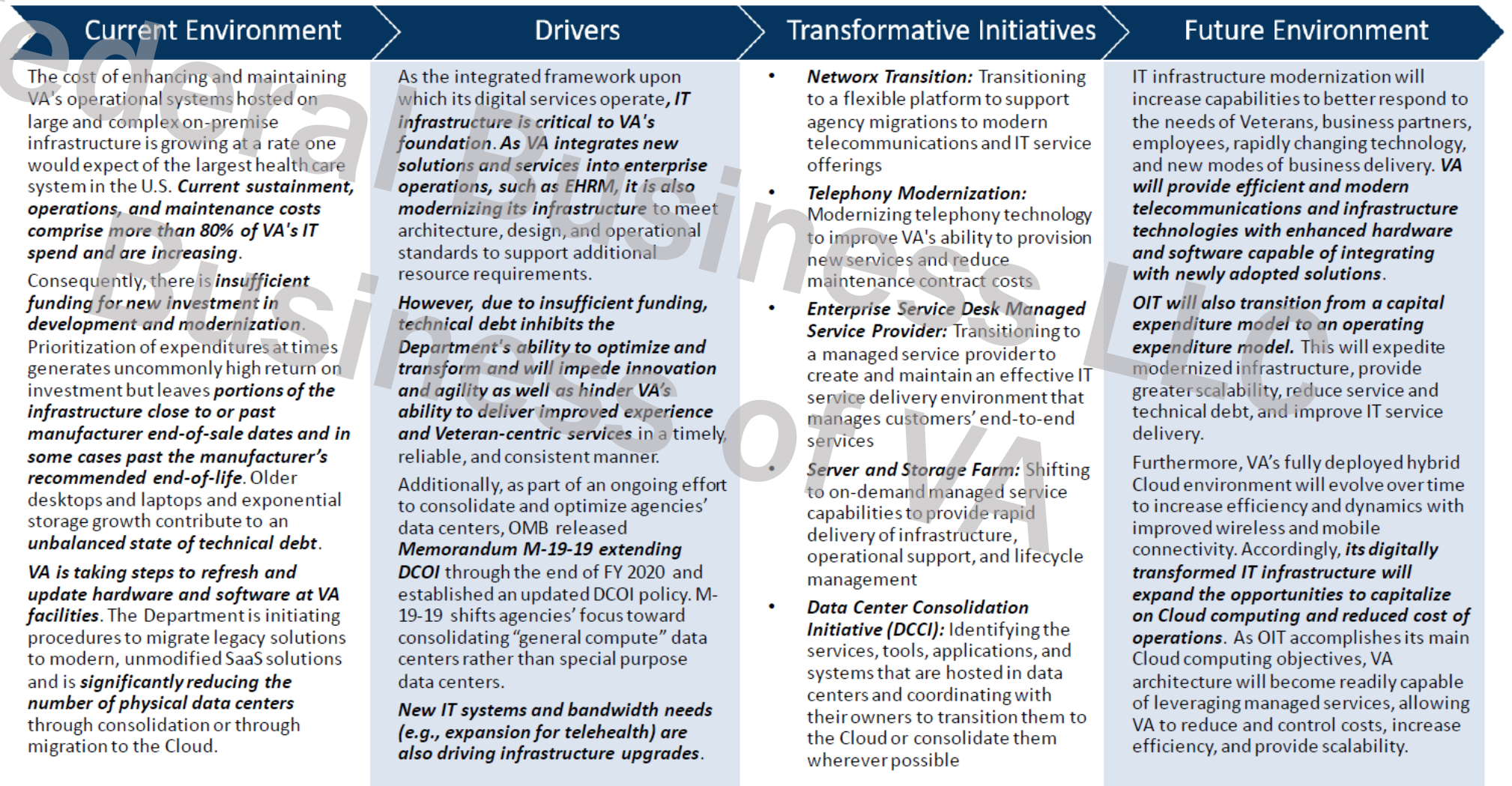
FY 2020–2026 VA ENTERPRISE ROADMAP

IT Infrastructure – Technical Capital Debt

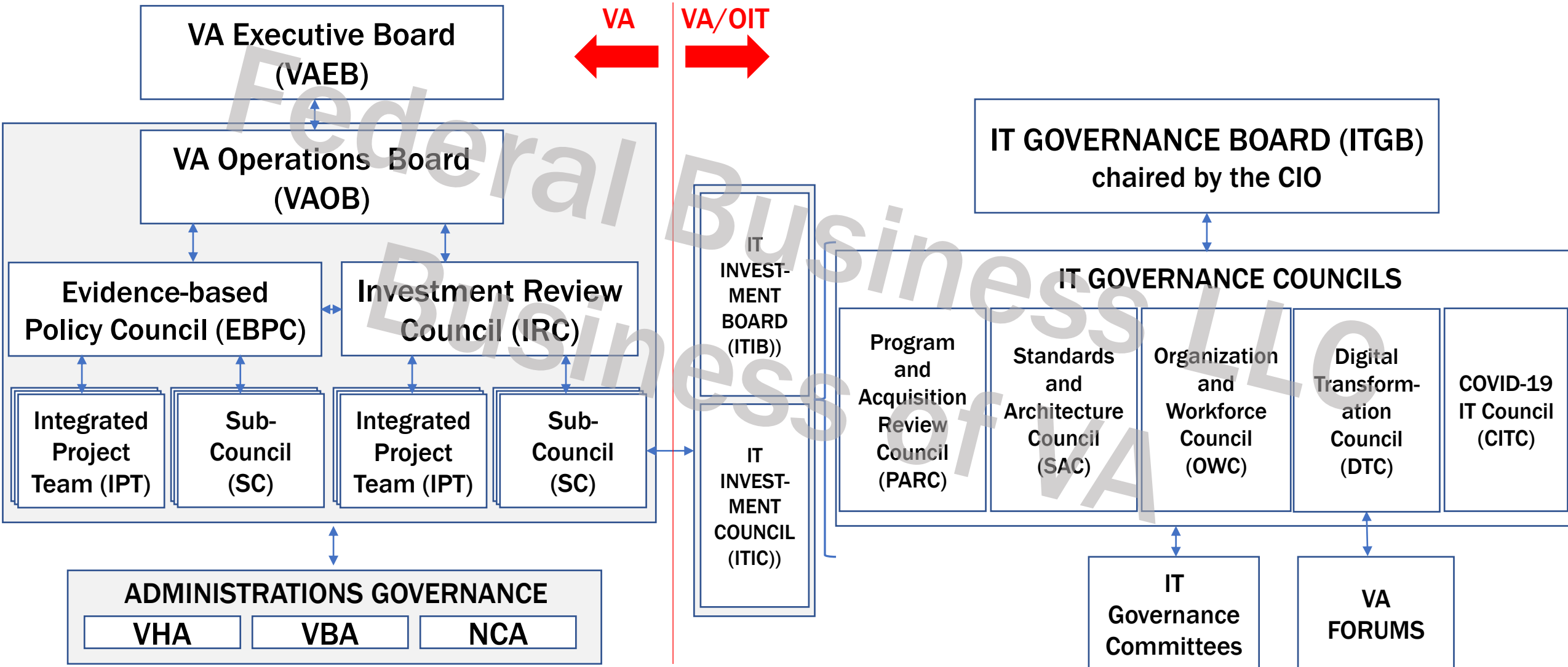


Technology and Platform Services: IT Infrastructure Operations and Services

IT Infrastructure needs constant refresh especially in an OPEX “as a Service” model due to the need to meet SLA performance thresholds



IT GOVERNANCE & DECISION PROCESSES



IT GOVERNANCE & DECISION PROCESSES

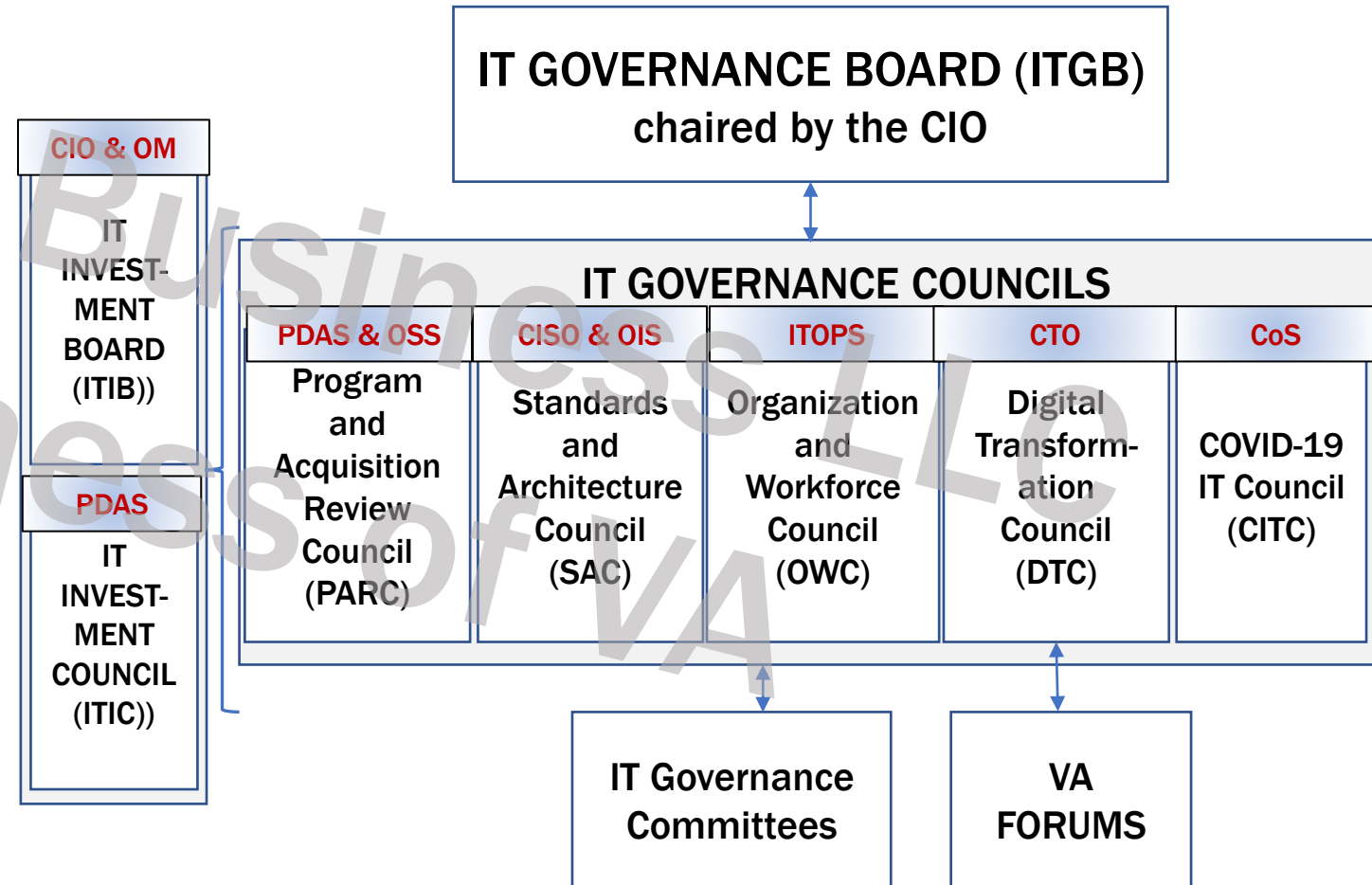
VA OIT governance includes the IT Governance Board (ITGB), which presides over 5 Councils.

The ITGB provides direction for strategy and vision.

It interfaces with other VA governance systems to promote cost savings and support VA's mission.

The IT Governance Councils are supported by Committees and Forums.

Establish relationships with Chairs of these Boards and Councils



IT GOVERNANCE & DECISION PROCESSES

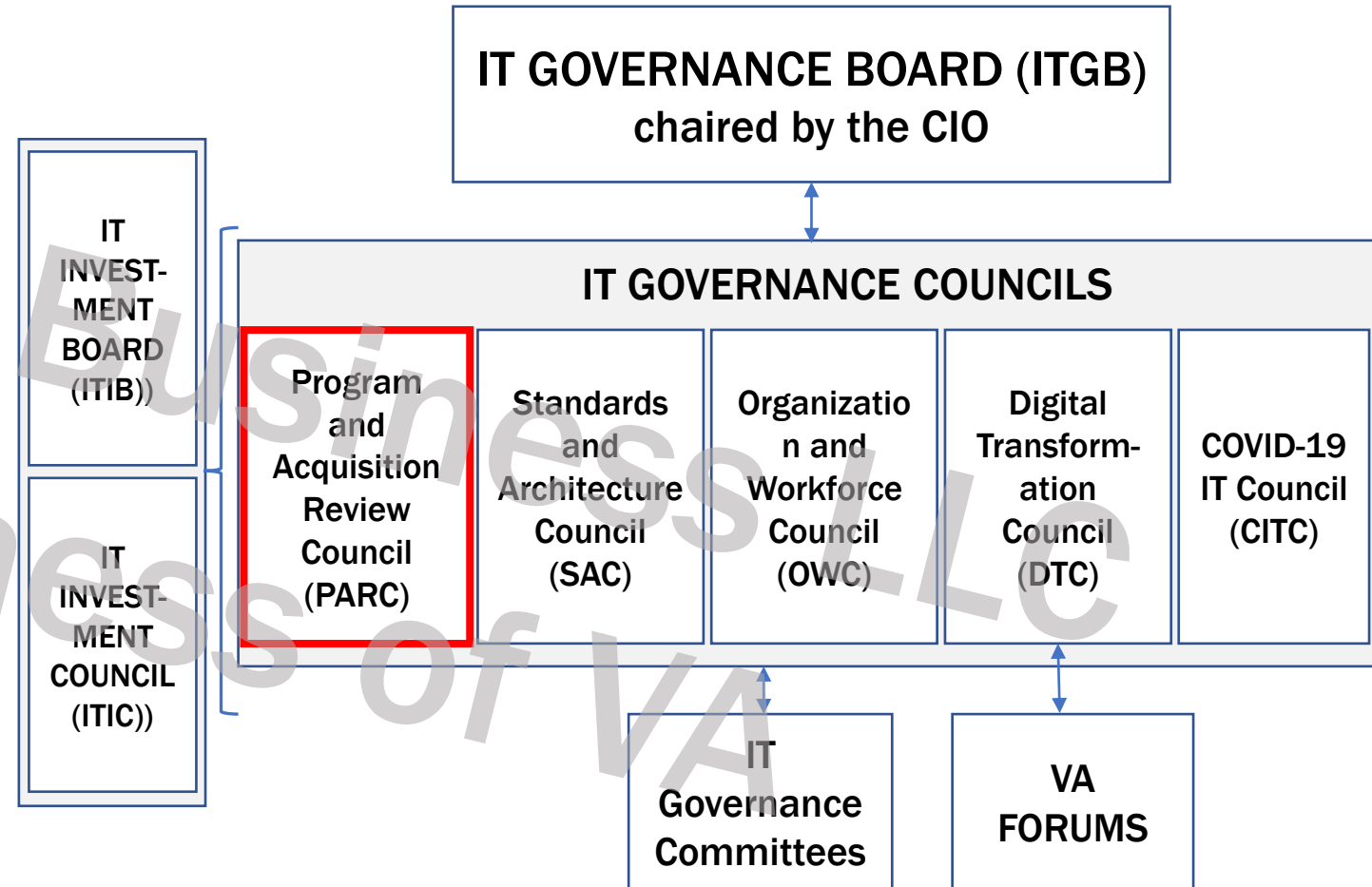
The Program and Acquisition Review Council (PARC) provides strategic oversight to the five core portfolios.

Delegates and approves acquisitions.

Reviews and approves investments less than \$15M.

PARC's Operations and Portfolio Management Committee governs management of all VA IT projects and makes recommendations for IT projects in the sustainment phase.

PARC's Budget, Programming and Acquisition Committee ensures that policy and laws are followed for VA's IT funding and spending, and ensures that VA's IT purchases adhere to all required regulations.

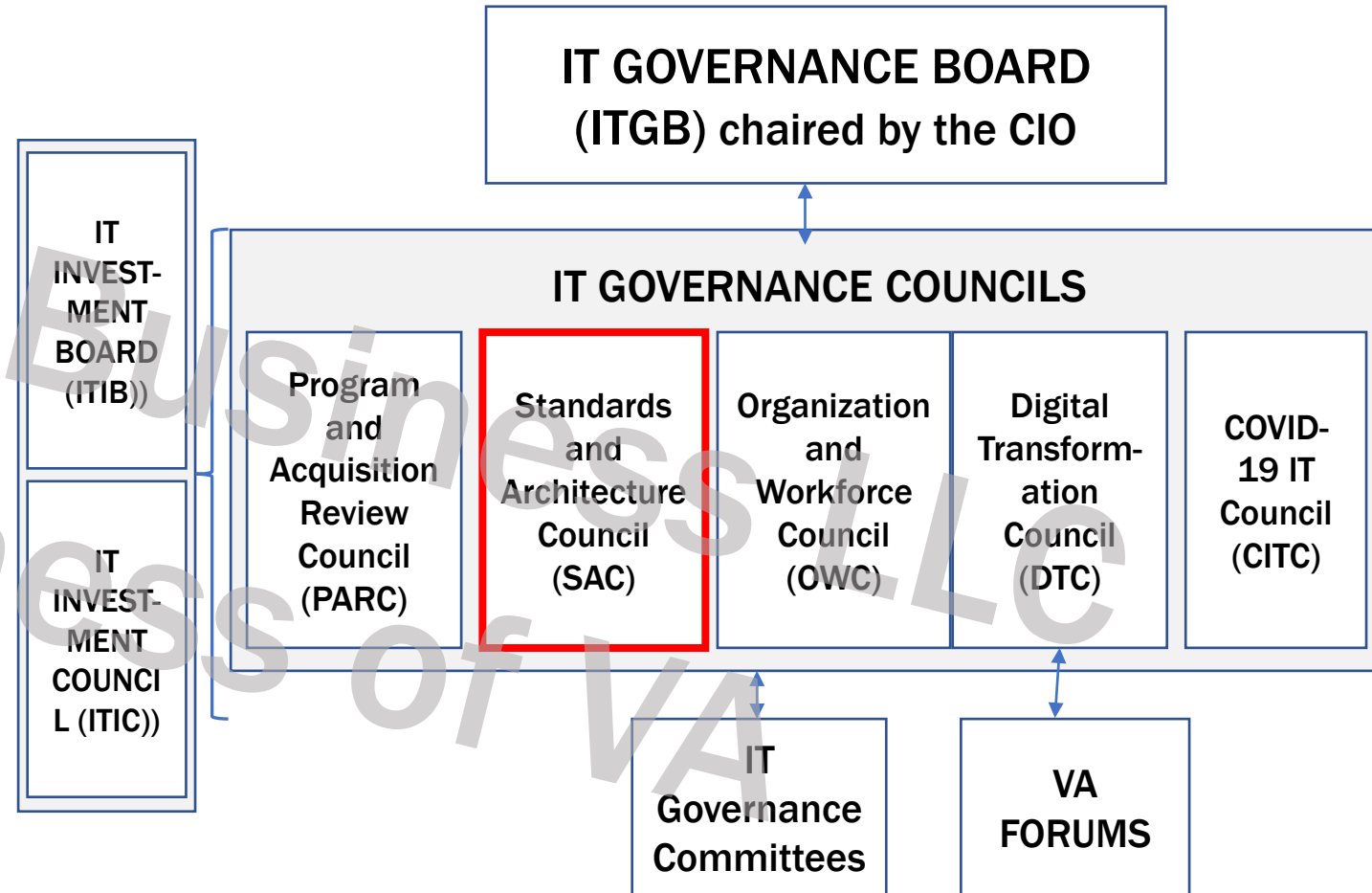


IT GOVERNANCE & DECISION PROCESSES

The Standards and Architecture Council (SAC) governs all aspects of enterprise architecture that address the evolution of VA's IT environment.

The SAC also determines VA's current and future IT policies, rules, standards, and content.

The SAC's Quality and Risk Committee assesses OIT operations and activities for privacy, quality and risk. The Architecture and Data Management Committee monitors legacy systems, IT modernization, and digital services. The Information Security Committee provides recommendations for information security management processes.



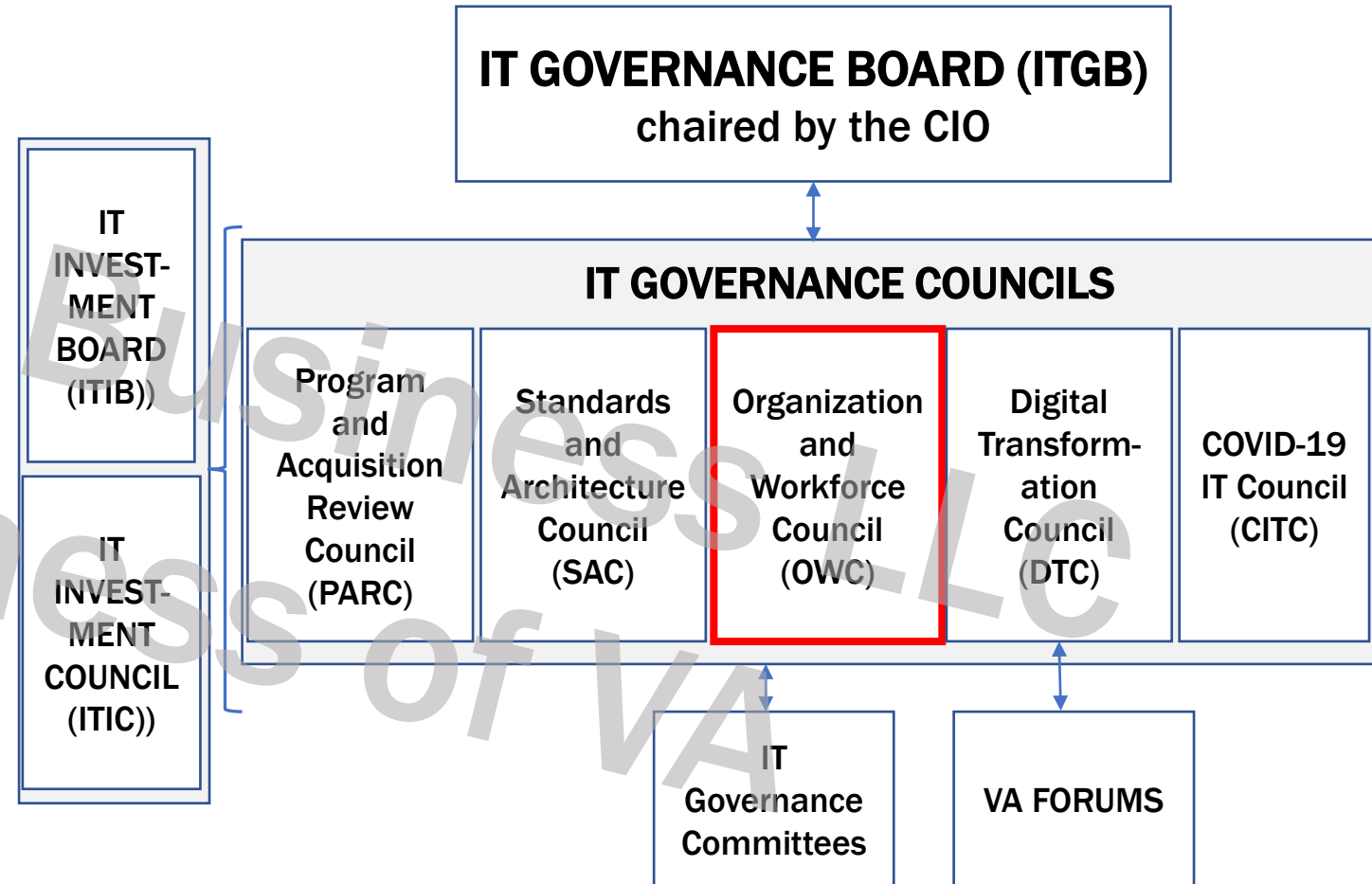
IT GOVERNANCE & DECISION PROCESSES

The Organization and Workforce Council (OWC) governs requirements for hiring and training IT employees. It also recommends policies, strategies, processes and models to improve process maturity and successful outcomes.

OWC's Analytics and Performance Management Committee oversees how well on it is executing its strategic initiatives and meeting goals.

The Space and Facilities Management Committee oversees planning, guidance, and management of technology, facilities and manpower.

The Talent Management Committee assesses and recommends solutions to the OWC regarding talent management issues across OIT.



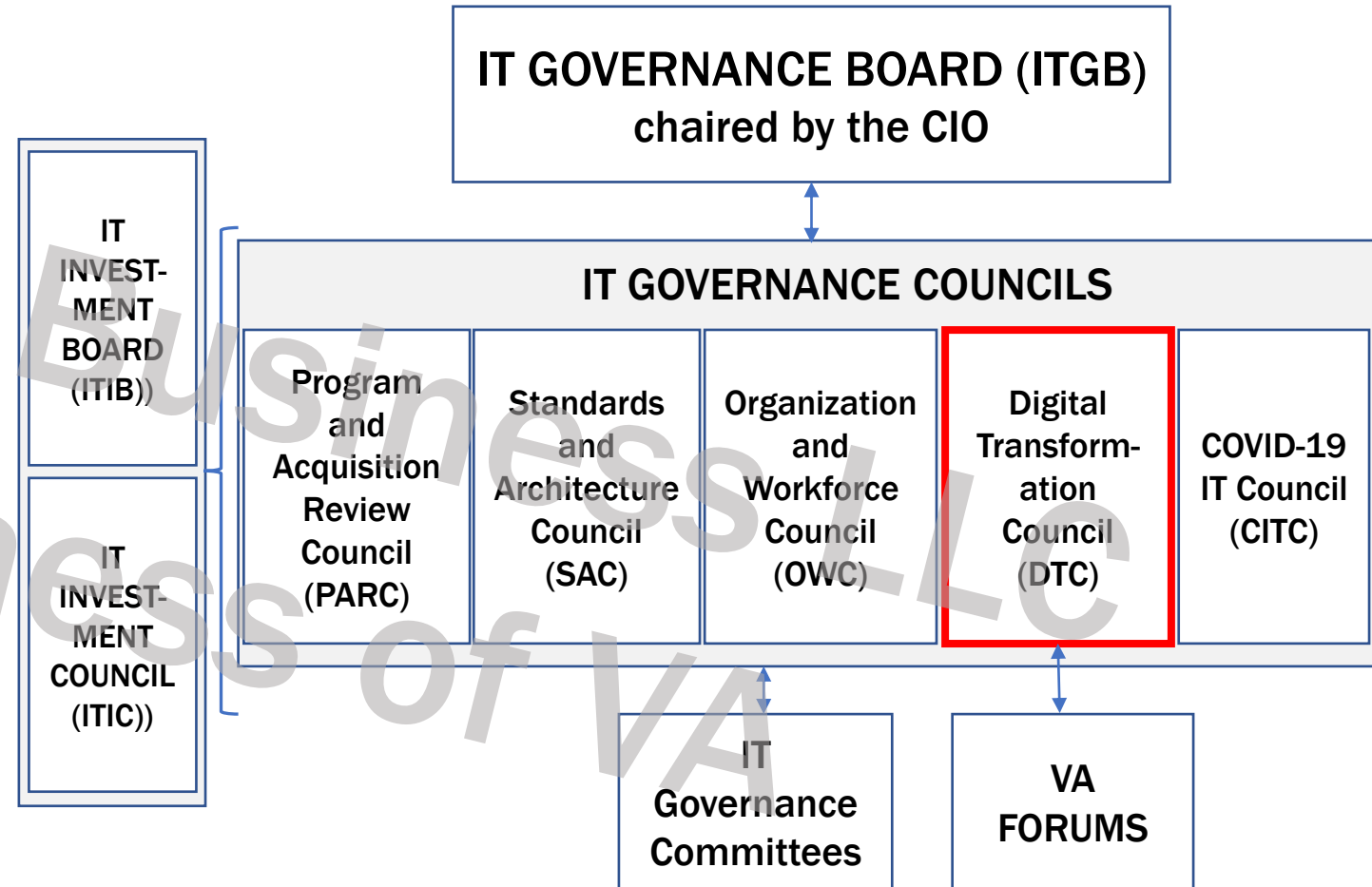
IT GOVERNANCE & DECISION PROCESSES

The Digital Transformation Council (DTC)

- Provides governance and strategy for IT digital transformation.
- Enables OIT to deliver better solutions more quickly.
- Ensures that VA has the most promising and cutting-edge technical innovations.

DTC Committees and other Forums include:

- Health IT Advisory Group which develops its solution recommendations for legacy and new technology transitions. It maintains one integrated master plan for IT systems and transformation. It provides outreach and a forum for communications, collaboration, and arbitration.
- VA governance Forums under development include the Enterprise Contact Center Council, Digital Modernization Council, VHA Innovation Steering Committee.

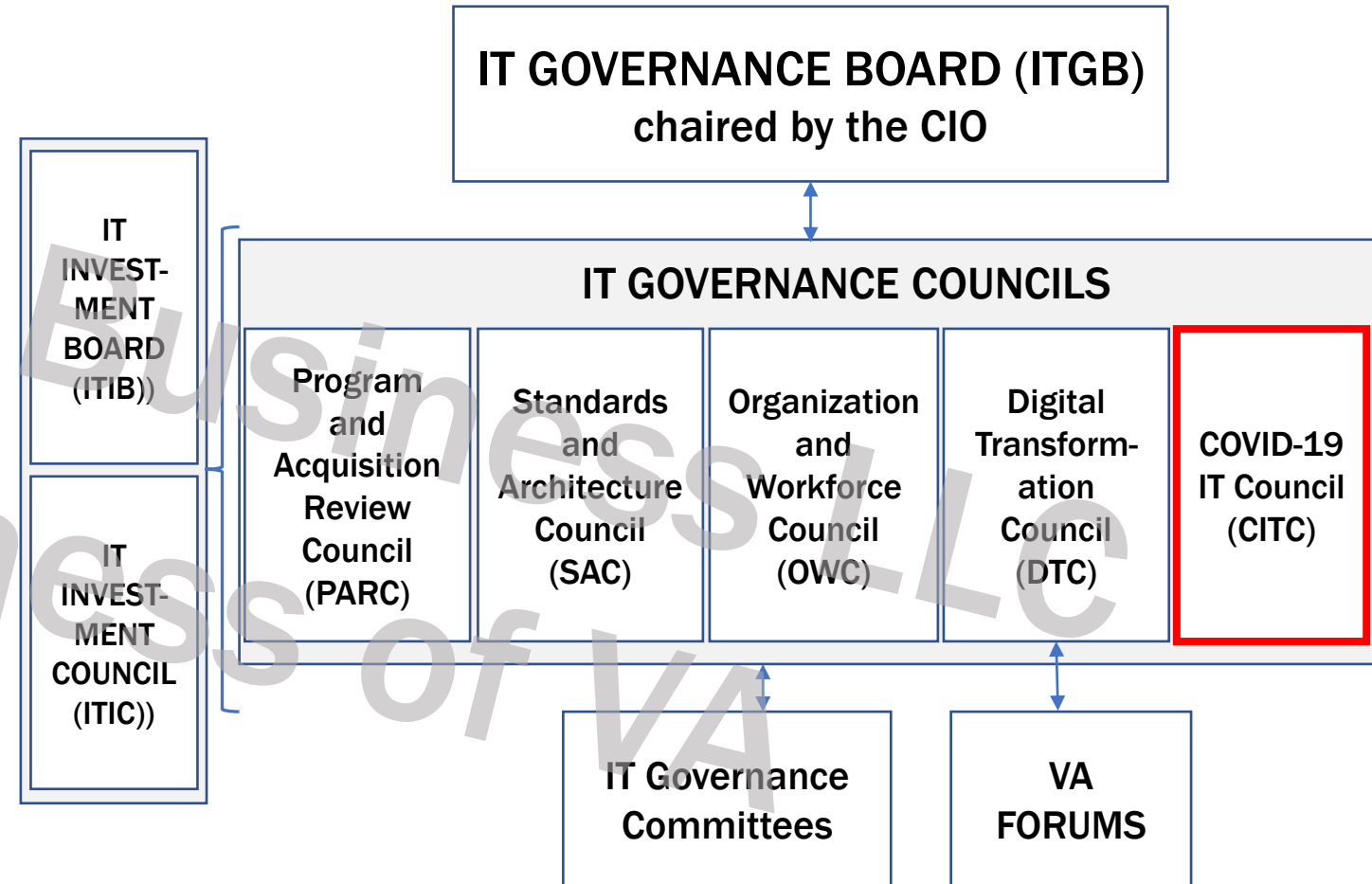


IT GOVERNANCE & DECISION PROCESSES

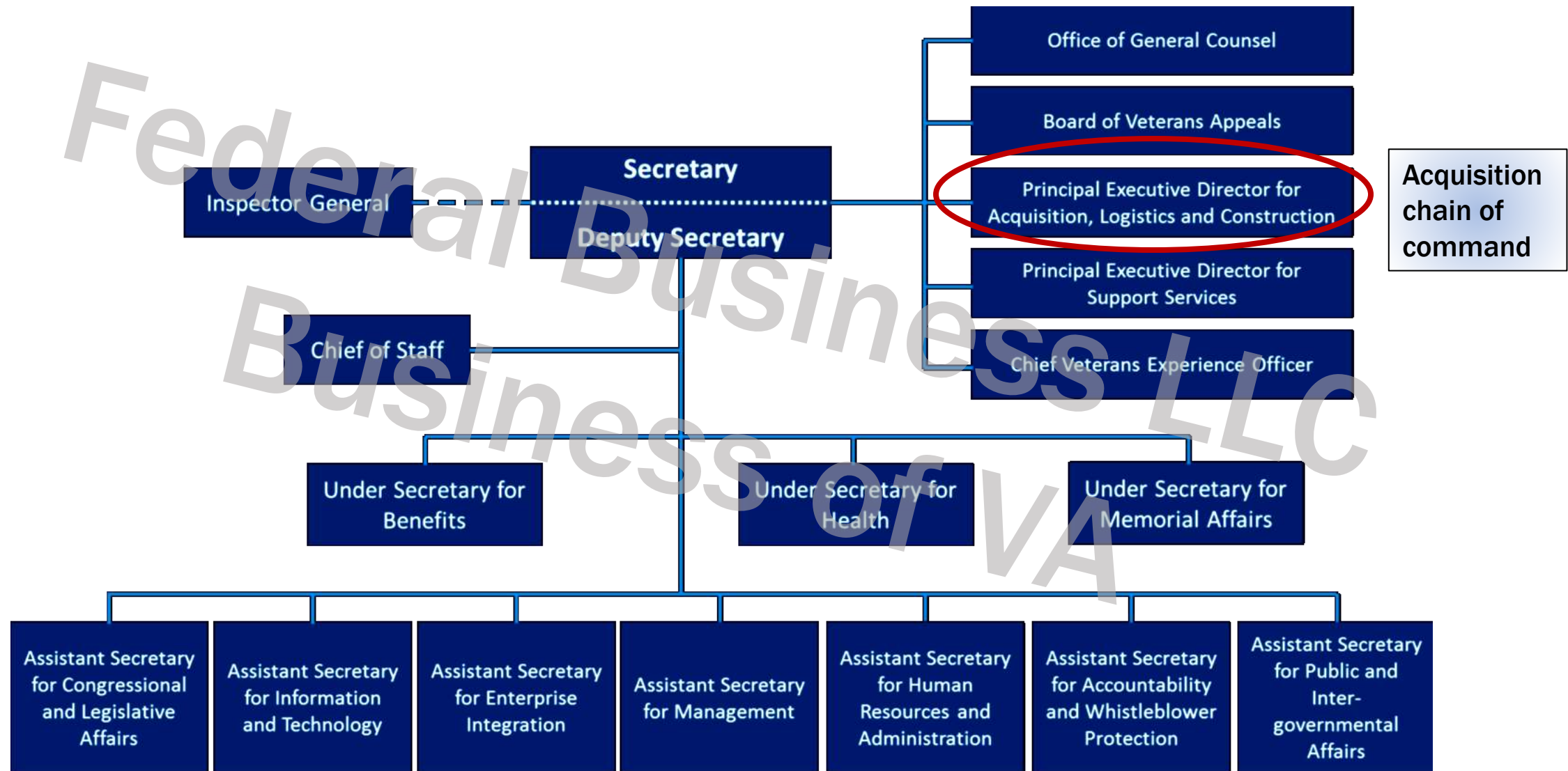
The COVID-19 IT Council (CITC) oversees and makes funding recommendations for VA's COVID-19 related technology needs.

Committees supporting the CITC include:

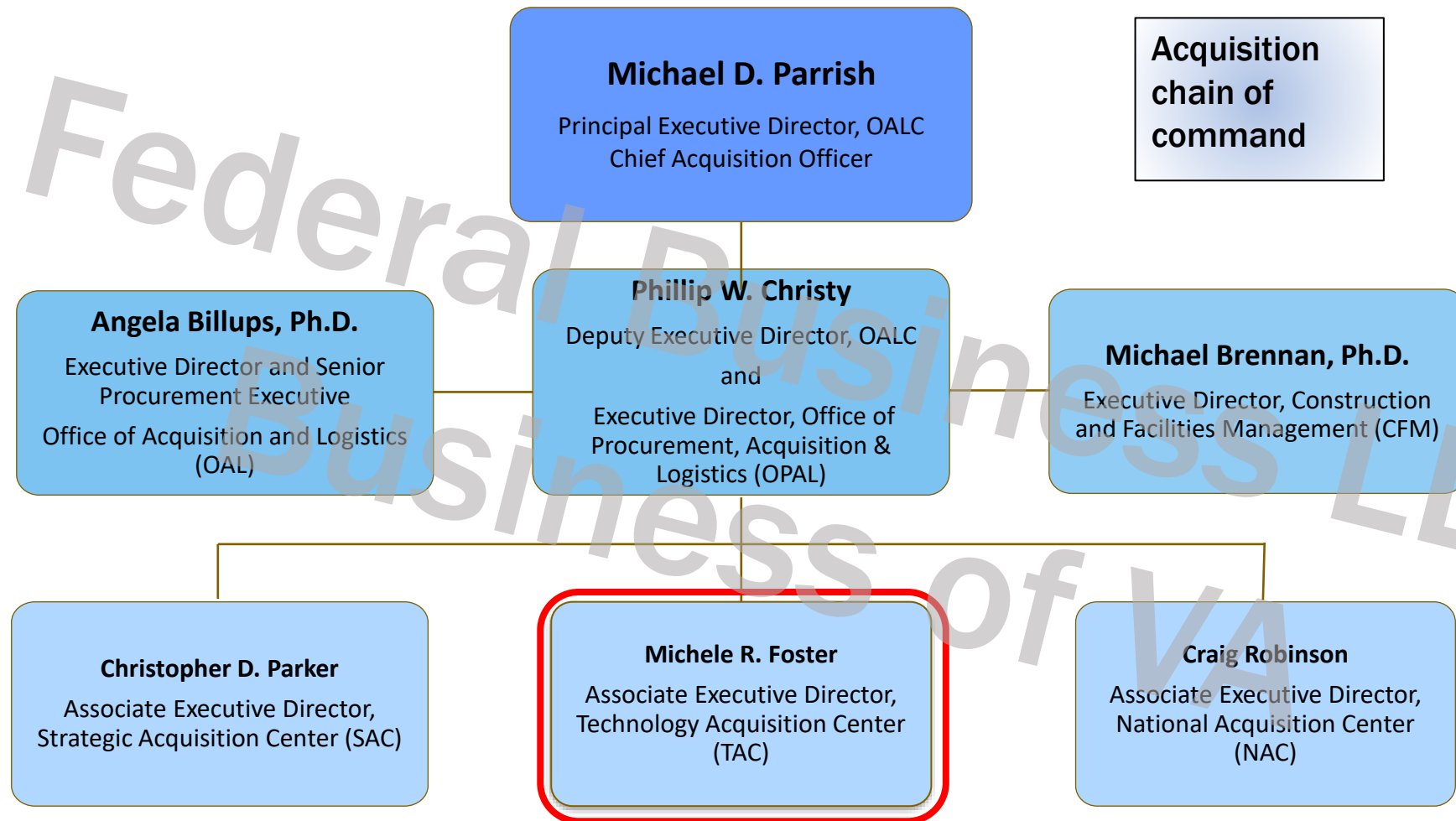
- The COVID-19 IT Hiring Committee.
- The COVID-19 IT Funding Committee.
- The COVID-19 IT Reopen Committee.



PROGRAMS AND CONTRACTS

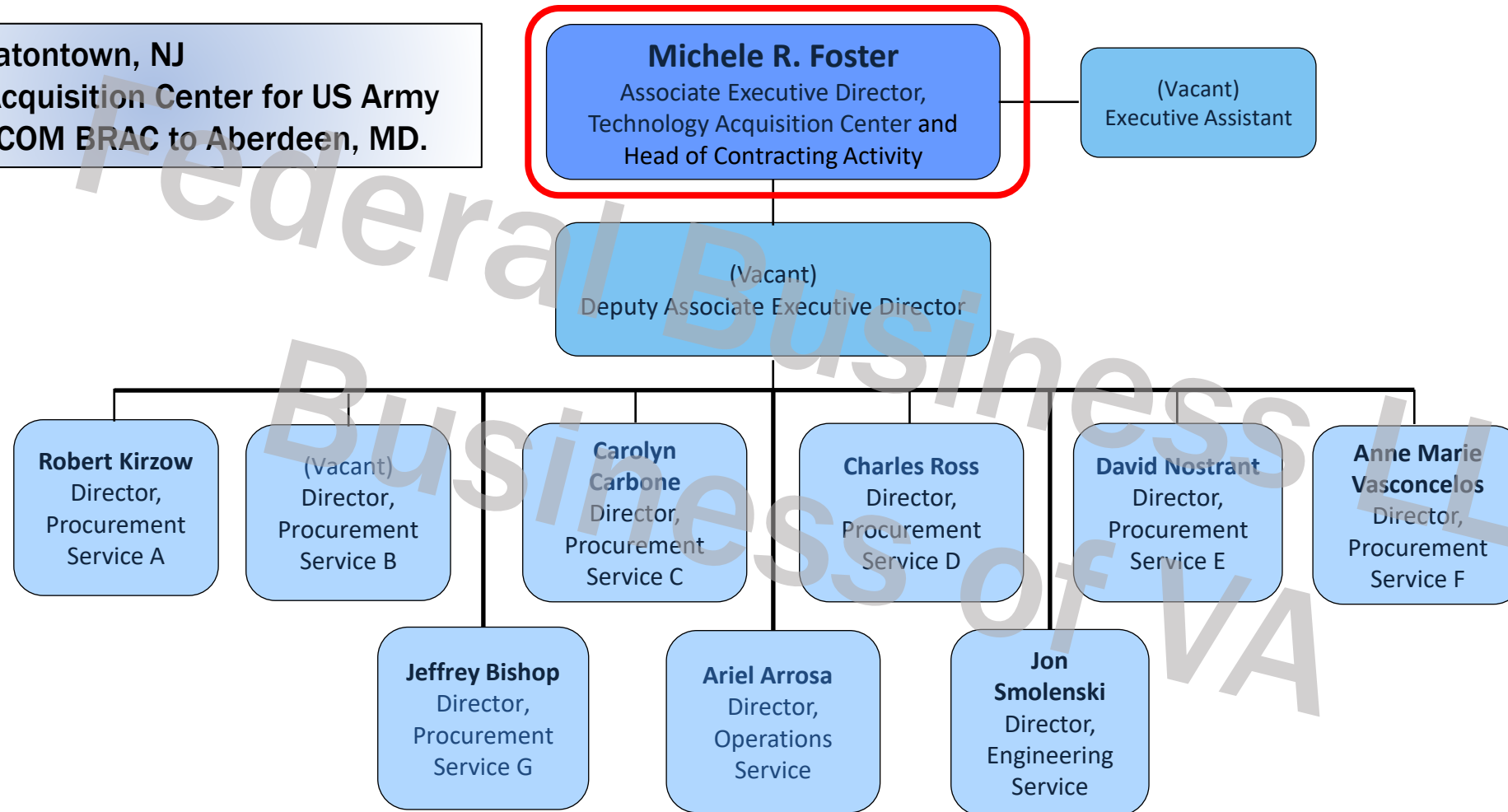


PROGRAMS AND CONTRACTS



PROGRAMS AND CONTRACTS

TAC is in Eatontown, NJ
Formerly Acquisition Center for US Army
prior to CECOM BRAC to Aberdeen, MD.



PROGRAMS AND CONTRACTS

TAC Active Jobs Summary – June 4, 2021

	Total Number of Actions	Total Dollar Value	Percentage of Total
Not Actionable	477	\$1,056,928,430	65.34%
Actionable	253	\$988,904,571	34.66%
Totals	730	\$2,045,833,001	100.00%

TAC Awarded Jobs Summary

	Total Number of Actions	Total Dollar Value	Percentage of Total
Totals	2203	\$3,303,546,295	100.00%

TAC Projected Final Position

Totals	2933	\$5,349,379,296	100.00%
---------------	-------------	------------------------	----------------

~3,000 contract awards per year come out of the TAC

PROGRAMS AND CONTRACTS – TOP NAICS

Review your
NAICS in
SAM.gov

541512- Computer Systems Design Services

541519 - Other Computer Related Services

517311 - Wired Telecommunications Carriers

541511- Custom Computer Programming Services

334111- Electronic Computer Manufacturing

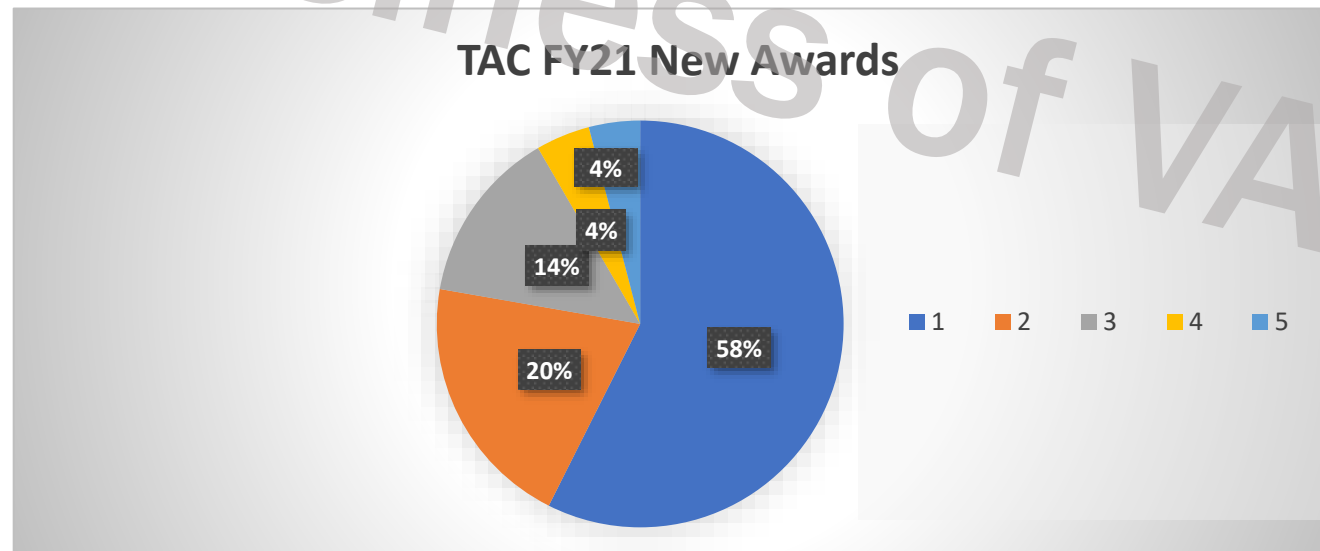
541990 – Other Professional, Scientific & Tech. Services

511210 - Software Publishers

PROGRAMS AND CONTRACTS

TAC Contract Actions - Vehicles Used in 2021

Contract Vehicle	# of New Awards
National Aeronautics and Space Administration (NASA) Solutions for Enterprise-Wide Procurement (SEWP)	240
Orders Against Other Internal Indefinite Delivery Indefinite Quantity (IDIQ)/Blanket Purchase Agreements (BPA) and Standalone Contracts	85
General Services Administration (GSA)	58
Transformation Twenty-One Technology – Next Generation (T4NG)	18
Orders Against Other External Contract Vehicles and Interagency Agreements (IAA)	17



Programs and Contracts – T4NG

T4NG Onramp awards issued February 25, 2021, to nine SDVOSB awardees - currently under protest

Five-year Option Period exercised for all current vendors

Period of Performance runs through March 6, 2026

Current T4NG Prime Contract Holders

Cognosante MVH	Liberty IT Solutions/BAH
Halfaker & Associates/SAIC	SRA International/GDIT
GovernmentCIO/SCRGT	International Business Machines Corp.
Systems Made Simple/Leidos	Clear Vantage Point Solutions JV
TISTA Science and Technology Corporation	By Light Professional IT Services
Favor Tech Consulting/F A P	Sprezzatura-GovernmentCIO JV
Booz Allen Hamilton	ManTech MGS/Kforce Gov
B3 Group/Octo	CGI Federal
Cerner Federal/AbleVets	Perspecta Enterprise Solutions/Peraton
American Communications Solutions /Ellumen	Innovative Management Concepts/Peraton
CivitasDX JV	Insignia Technology Services
CACI-ISS	Pro-Sphere Tek/PSI
Accenture Federal Services	SBG Technology Solutions/DSS
Sierra 7/HMS Tech	Veterans EZ Info

Programs and Contracts – T4NG

The nine SDVOSB awardees for the T4NG On-ramp (below) are currently in litigation and under a stay of performance until the court renders decisions on the protests.

- Aptive Resources
- Client First Technologies
- Maveris
- Mind Computing
- Decisive Point Consulting Group JV
- DexterTech Solutions JV
- Dynamic Government Resources JV
- Thunderyard Liberty JV
- Veteran Technology Integrators JV

Programs and Contracts

- **National Local Exchange Carrier - Next Generation (NLEC-NG)**
The NLEC-NG contract suite allows for centralized management of VA LEC services in turn reducing recurring costs at the enterprise level.
 - 6 Active Contracts (5 LBs and 1 SB); \$721.9M Ceiling
 - POP: 9/28/2020 – 9/27/2035
- **Enterprise – Wide Cloud Capacity and Services** – Provides Microsoft Azure and Amazon Web Services Infrastructure as a Service, Platform as a Service, and Software as a Service for existing programs/projects that are currently in the cloud as well as new programs/projects that will be migrated to the cloud.
 - 1 Active Contract (SDVOSB); \$495M Total Value
 - POP: 9/6/2017 – 9/5/2022

Programs and Contracts – CEDAR

- **CEDAR: \$247.3M Customer Experience, DevOps, and Agile Releases (CEDAR) Multiple Award IDIQ contract.**
- **CEDAR is set-aside for service-disabled, veteran-owned small businesses and is meant to serve as a contact vehicle for agile IT delivery support.**
- **Awards to: Agile Six Applications, Coforma, Oddball and Magnum Opus, doing business as MO Studio.**

Programs and Contracts – VECTOR

- **VECTOR: \$25B Veteran Enterprise Contracting for Transformation and Operational Readiness (VECTOR) 100% SDVOSB Multiple Award IDIQ contract. Since it is SDVOSB, no need for RFI seeking SDVOSBs.**
- **109 awards were distributed under VECTOR**
- **Six service groups supported under VECTOR:**
 - **Management Oversight and Improvement – 25 Awards**
 - **Analyses – 25 Awards**
 - **Program and Project Management**
 - **Training – 25 Awards Strategic Planning**
 - **Outreach – 6 Awards**
 - **Supply Chain – 16 Awards**
 - **Human Resources and Staffing – 12 Awards**

Programs and Contracts – EIS

- **GSA EIS: Enterprise Infrastructure Solutions (EIS) \$50B Multiple-award IDIQ for telecommunications and related services**
- **Standard telecom & WAN plus new use cases for Zero Trust Architecture, TIC 3.0, SD-WAN, Ethernet, IPv6, and IP Voice.**
- **EIS Vendors:**
 - **AT&T Corp. - Large Business**
 - **BT Federal Inc. - Large Business**
 - **Core Technologies, Inc. - 8(a) Disadvantaged WOSB**
 - **Defined Technologies - Small Business**
 - **Granite Telecommunications, LLC - Large Business**
 - **L3Harris - Large Business**
 - **Lumen - Large Business**
 - **Manhattan Telecommunications - Small Business**
 - **Verizon - Large Business**

Recap

- Fireside chat with Luwanda Jones, VA DCIO, Office of Strategic Sourcing
- VA and OIT organization and stakeholders
- Strategic plans and processes
- Major Modernization Programs
- IT governance and decision processes
- IT Acquisitions and primary contracts

QUESTIONS?

**US DEPARTMENT OF
VETERANS AFFAIRS:
Sacred Mission.
Complex Market.**



February 25, 2022

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2/25/2022